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1	BRS	L1	224	(flower or tribute or gift) near20 (patient or sick or hospital)	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 09:56	
2	BRS	L2	342	(flower or tribute or gift) near20 (patient or sick or hospital)	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 09:57	
3	BRS	L3	6051 4	flower	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 09:57	
4	BRS	L4	131	I2 and I3	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 09:58	

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5	BRS	L5	23390	visit or visitation	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 09:58	
6	BRS	L6	12	I4 and I5	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:25	
7	BRS	L7	10135	sick near "10" visit?	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:26	
8	BRS	L8	10	I4 and I7	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:42	

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9	BRS	L9	147	visit? near5 schedule	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:42	
10	BRS	L10	505	visit\$5 near5 schedule	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:42	
11	BRS	L11	1	l8 and l10	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:44	
12	BRS	L13	0	l1 and "l20"	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:45	

	Type	L #	Hits	Search Text	DBs	Time Stamp	Comments
13	BRS	L14	0	I8 and I12	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:45	
14	BRS	L12	20	visitation near10 (hour\$2 or schedule\$2)	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:53	
15	BRS	L15	9	visitation near10 hospital	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:53	
16	BRS	L16	3	I10 and I15	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:54	

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17	BRS	L17	5	visitation near10 hours	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:56	
18	BRS	L18	7	I7 and I12	USPA T; US-P GPUB ; EPO; JPO; DER WEN T; IBM_ TDB	2003/10/1 4 10:56	

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S2	1334211	DONATION?? OR GIFT?? OR FLOWER??
S3	1087	S1 AND S2
S4	1830059	HOSPITAL OR NURSING
S5	627	S3 AND S4
S6	4842379	VISIT OR VISITATION
S7	11924838	TRIBUTE? OR SUPPORT?
S8	568	S3 AND S7
S9	351	S4 AND S8
S10	327	S9 NOT PY>2002
S11	267	RD (unique items)
S12	16755536	QUESTION? OR SURVEY? OR LIKE?
S13	212	S11 AND S12
S14	12144557	ONLINE OR ON-LINE OR WEB OR INTERNET
S15	27	S13 AND S14
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S17	0	AU=GRUBER, HARRY
S18	298	AU=GRUBER, H?
S19	0	S18 AND DONATION??

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S2	1334211	DONATION?? OR GIFT?? OR FLOWER??
S3	1087	S1 AND S2
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S13	212	S11 AND S12
S14	12144557	ONLINE OR ON-LINE OR WEB OR INTERNET
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S2	1334211	DONATION?? OR GIFT?? OR FLOWER??
S3	1087	S1 AND S2
S4	1830059	HOSPITAL OR NURSING
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S8	568	S3 AND S7
S9	351	S4 AND S8
S10	327	S9 NOT PY>2002
S11	267	RD (unique items)
S12	16755536	QUESTION? OR SURVEY? OR LIKE?
S13	212	S11 AND S12

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15/6,K/1 (Item 1 from file: 15)  
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\*\*USE FORMAT 9 FOR FULL TEXT\*\*

Market memo: **Health care systems may offer 'open health management'**  
Jun 2002 LENGTH: 4 Pages  
WORD COUNT: 2665

...ABSTRACT: the growth of technological capacity in storing information about customers, and in communicating with them **online**. These same trends and possibilities apply equally well to health care. New information technology, and...

...TEXT: the growth of technological capacity in storing information about customers, and in communicating with them **online**. This makes it possible, for example, to create aggregate accounts for individual customers, recording all...

... possible for low-cost communications and 24/7 information access to be offered to customers **online** and in call centers. Yahoo!, for example, offers account aggregation **online**, though not comprehensive account management.

These same trends and possibilities apply equally well to health...

...place or a thing

I remember reading, perhaps two decades ago, an article titled "The **Hospital**, A Place or a Thing?" It raised an issue that had long been debated at...

... plants, facilities where care encounters are transacted--or are they things-- organizations of providers and **support** staff who can deliver value to customers wherever they may need or want it? With...

... though many of the suggestions for such a strategy involve "place" ideas, such as expanding **gift** shops to include mother and baby products, vitamins and nutriceuticals, or even separate "focused factories...almost entirely irrelevant, in most cases, since customers do business with them by phone or **Web** site, or have sales force personnel come to them.

To take on the challenge of...

... to health insurance, disability and workers compensation expense, the health portfolio for business clients would **likely** contain a wide range of performance goals and measures.

For consumers, a health portfolio might...

... consumers of a certain age, interest in preventing or delaying the ravages of aging will **likely** be included. For consumers with chronic conditions, enabling them to cope with the intrusiveness of...

... childbirth and parenting, menopause adjustments, and similar life-stage quality-of-life-enhancing goals are **likely** to be included, at least for a while.

With such health portfolios, HCOs may choose...

...goal.

Consumers want to manage own health portfolios

With consumers, only the most affluent are **likely** to be able to afford to

pay the fees necessary to **support** an HCO's taking on a total function or outcome accountability for any health or...

... disease management, or other p am aimed at achieving an HRQoL outcome, the cost would **likely** be prohibitive for the HCO to bear, hence fees prohibitive for the vast majority.

Moreover, consumers are **likely** to prefer taking on a significant, if not dominant role in most health portfolio outcome...

... As a result of both the overwhelming cost of taking on full accountability, and the **likely** preference of consumers, HCOs are **likely** to function at the low end of the role-responsibility for consumer health portfolio goals...

... the more portfolio measures that customers want to improve or at least protect, the more **likely** it will be that the HCO will not have best-of-breed capabilities in all...for business clients' performance.

With consumers, partnering with others will almost always be essential. Any **hospital** or vendor taking on more than a service-selling role for a given health portfolio...

... to have to part with consumers' physicians and other practitioners for example. Any physician will **likely** wish to partner with other sources of **patient** education and information, and with **patients** ' family members, perhaps employers as well. On the other hand, by using devices such as group patient visits for patients sharing similar problems and aspirations, and using **online** communications to gather information about and communicate with "managed" patients, as well as to track...

15/6, K/2 (Item 2 from file: 15)  
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02294206 97780305

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**Tips from your peers**

Dec 2001 LENGTH: 1 Pages

WORD COUNT: 754

...ABSTRACT: For example, try these strategies for memorable giving: 1. Get personal - give an employee a **gift** that shows you have been listening. 2. Take a hands-on approach. 3. Be practical. 4. Look in the white pages - **nursing** handbooks, fiction, or memoirs make great professional **gifts**. 5. Make time.

...TEXT: their traditional foods. Then focus the celebration on what unites all of you-caring for **patients**. Celebrate your efforts by remembering your **patients**, thanking each other for **support**, and toasting to your **wishes** for the future.

Make a list, check it twice

Get Organized Now! (<http://www.getorganizednow...>

...on.

\* Schedule in pencil so that those unavoidable changes look neat and easy to read.

**Gifts for the **gifted****

Try these five strategies for memorable giving:

1. Get personal Give an employee a **gift** that shows you've been listening-a book about an outside interest, a **gift** to her favorite

charity, movie tickets, or a fancy pen.

2. Take a hands-on...

... For example, cookie mix in ajar, scented candles, and homemade herbal tea all make welcome **gifts**.

3. Be practical. Give a **gift** certificate for a local lunch spot, florist, or bookshop. Entertainment coupon books are sensible-and appreciated.

4. Look in the white pages. **Nursing** handbooks, fiction, or memoirs make great professional **gifts**. The memoir of a Civil War nurse, for example, will show your employee that you...  
...and her dedication to her profession.

5. Make time. Too busy to shop? Surf the **Internet**, where many quick-delivery **gifts** await you. For example, shop for beauty **gifts** at drugstore.com; books, CDs, and videos at amazon.com; **nursing** **gifts** at nursesstationcatalog.com; or charitable **donations** (national or local) at helping.org.

The following tip is in response to "Space invaders..."

...Before you do, consider the following:

\* Platform and programs. Find out which programs you'd **like** to run and which platform they run on.

\* Memory. How big are those reference materials...

... expandable memory, or use compact flash memory cards, which can store information and be removed, **like** floppy disks.

\* Color screen or monochrome? Check out PDAs in person to determine if you

...  
...s available and what do they cost? PDA accessories include folding keyboards, modems for wireless **Internet** access, extra memory, and global positioning software.

Source: "PDAs: A Hands-Down Winner," The 2002...

...DESCRIPTORS: **Gifts** ;

15/6,K/3 (Item 3 from file: 15)

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\*\*USE FORMAT 9 FOR FULL TEXT\*\*

**Genomics: Implications for health systems / The effect of genomics on health services management: Ethical and legal perspectives / Commentaries / Replies**

Spring 2001 LENGTH: 40 Pages

WORD COUNT: 13918

...TEXT: to transform healthcare delivery.

Already, several genomics-based therapies are in regular clinical use. Others, **like** gene therapy, are still in various stages of testing and may not be available for...

...is being tested. If the patients DNA reacts, he or she has the gene in **question**. This test is easily automated, has evolved to a fairly high degree of precision, and...

... a physician to estimate (with a degree of certainty that varies by disease) the patients **likelihood** of being affected with the disorder. Currently, gene testing is available primarily at academic medical...

... on the degree of acceptance by both payers and patients. According to a recent NIH **survey**, 22 percent of patients with a family history of genetic disorders have been denied insurance...

... Kolata 1997). Finally, the method of discovering genes makes them patentable under U.S. law.

**Patients** wishing to be tested for one of these 1,000 patented genes could face substantial royalty...more effective. Safer treatments will also result when patients are prescreened for compatibility with compounds **like** the type 11 diabetes drug Rezulin, which has been identified as the cause of 63...

... cell anemia, and some types of cancer, which can be traced to mutations in proteins **like** tumor suppressors that regulate cell growth. Disorders with complex pathologies involving interactions between more than... therapies (pills and injections) replace surgeries and other invasive procedures.

Patients will demand additional emotional **support** to cope with advanced knowledge of disease onset.

As new tests and therapies are **likely** to become available before payers are willing to reimburse for them, many patients choosing these...

...the resources to pay out-of-pocket for these services. The uninsured and underinsured will **likely** be the last to access these services, potentially creating a "genetic underclass."

How people's...

...e.g., self care, drug companies, drug stores, allied health professionals, alternative medicine providers, and the **Internet**). Genomics will add to this growing trend of new distribution channels for healthcare delivery. A ...

...achieve regular clinical use for another 20 years. Other applications of genomics, however, are more **likely** to benefit immediately from the escalating pace of gene discovery. Gene testing, gene chip diagnostics...

... the number of such FDA-approved approaches available has quadrupled in the last two years ( **Flower** 1999). At the current rate of development, these applications can be expected to profoundly affect...purchasers of healthcare, they will demand access to the latest tests and treatments.

A fundamental **question** for providers is where to position the organization on the genomics "food chain." Two such...

...horizon-scanning function to continuously identify potential investments and collaborations

a clinical trials infrastructure to **support** participation in key genomics-related clinical trials relationships with a core group of leading, committed...

... a state-of-the-art communications and information system (toll-free scheduling line, menu-driven **web** site with customized information and care options, electronic medical records, appointment reminders, etc.)

a patient...

... itself vis-a-vis genomics, genomics will affect many health system functions and processes. Key **questions** regarding how these functions will evolve to incorporate gene-based testing and therapy include: Medical...

...K. G. Jegalian. 999. "Deciphering the Code of Life." *Scientific American* 281 (6): 86-91.

**Flower** , J. 1999. "A Brave New Medicine." *Health Forum Journal* 42 (4): 28-61. Geller, L...other healthcare providers, including health plans' drug formularies, will bear the primary liability risk. Difficult **questions** of distributive justice also must be faced if third-party payers resist covering genomic services...

... was not fully informed of the risks, especially of certain adverse effects in monkeys. Additional **questions** were raised about the oversight provided by the university's institutional review board. One of...

... of government-funded studies, one option might be to provide an extra item of grant **support** earmarked for IRS activities. This could help **support** a professional staff, leaving the IRB members to play more of an oversight role. The...

... for IRS activities under the agency's authority to regulate privately funded studies submitted in **support** of products under agency review.

#### SAFETY AND EFFICACY

The FDA has yet to issue any...

...and efficacy in very limited populations defined by small differences in genetic polymorphisms.

Another important **question** concerns who will be the focus of government regulation of pharmacogenomics. Suppose a genetic test is developed that can reveal which of several drugs in a particular class is **likely** to be the most efficacious and safe for a particular patient. ... more problematic. Not only is protection under the ADA less assured, but discrimination is more **likely**, given the potentially long latency before symptoms develop and the uncertainty created by the probabilistic...

... employers, might have an interest in learning whether employees or applicants for employment would be **likely** to require expensive healthcare in the future, and avoid hiring them or keeping them in...

... hand, this information will be extremely valuable in prescribing therapeutic regimens with pinpoint accuracy. The **question** will be whether the perceived therapeutic benefit exceeds the risks of improper access and use... their risk of having a child with a genetic disorder (Kush v. Lloyd 1992). Unfortunately, **surveys** also show that primary care physicians are not well-informed about genetics or genetic testing...

... of physicians for failing to properly employ genetic testing as a clinical tool. Prestigious bodies **like** learned medical societies could issue genomic standards or protocols that would serve as guides to...

... it is difficult to keep them up to date, especially in a fast-changing field **like** genomics. Different groups may issue conflicting guidelines, perhaps because of economic self-interest. Moreover, guidelines...

...their ability to guide behavior and to set a dear standard of care.

A related **question** is how much liability exposure health plans and their

drug formularies could face. Could patients...

... as pharmacogenomics proves itself able to promote efficacy and avoid serious patient harm. An important **question** is the extent to which the courts will defer to the language of the contracts...prescription drug costs by reducing the need for trial-and-error prescribing. But despite the **likelihood** that Medicare will adopt some form of prescription drug benefit as a result of promises...

... cases of patients with end-stage breast cancer, courts ordered health plans to cover things **like** high-dose chemotherapy with autologous bone marrow transplants, despite the fact that the technology was still experimental and showed little evidence of efficacy (Tepe v. Rocky Mountain Hospital and Medical Services 1994).

But healthcare costs are also a concern. Health premiums are on...

...in which providers bear all or most of the financial risk. Proponents of rationing may **support** this, arguing that slowing or preventing having to pay for technological breakthroughs, no matter how...

... government to enact mandates of its own, such as the minimum stay it adopted for **hospital** deliveries (Newborns' and Mothers' Health Protection Act 1996), and perhaps even flirt once again with...

... and gene therapy will be recognized as relatively safe and enormously effective. It is also **likely** to be expensive, though, exacerbating the problems of cost and access mentioned earlier.

Growing knowledge...

...the potential advantages that they may confer, genetic enhancements will be in great demand, but **like** gene therapy, enhancements will be expensive, especially the more powerful and long-lasting versions. Unlike ...Violations of Human Research Rules." New York Times May 24, A23.

Tepe v. Rocky Mountain **Hospital** and Medical Services. 1994. 893 P.ad 1323 (Colo. Ct. APP 1994).

The Commentaries: A...

... major changes in the financing of healthcare services as a result of advances in genomics.

**Like** the authors of our lead articles, Dr. Plume is optimistic about a genomic future. Genomics... applications of genetic knowledge. Early recognition and delivery of genomics services that the public seems **likely** to demand may provide competitive economic advantage, and those who are slow to provide them...

...this process.

#### HIGH HOPES AND EXPECTATIONS: AREAS OF OPPORTUNITY

In addition to their informative brief **survey** of the field, Chris Myers, Nicole Paulk, and Christine Dudlak make a number of predictions...

... tailoring to the genetic makeup of individual recipients will make better. They believe that expectations **like** these will strengthen the trend toward consumer-driven care, as people learn more about what...

... an increasingly important role of the healthcare provider will be that of genomics knowledge broker, **surveying** and translating genetic information on behalf of individuals seeking care, as well as on the...

... Although the authors caution against a passive "wait-and-see" approach,

they acknowledge that difficult **questions** remain for those who have organizational responsibility for setting strategies, policies, and budgets. What proportion...

...of genomics services. What entities will be competing for reimbursement? Under what constraints?

It seems **likely** that no one answer or approach will suffice. Leaders will have to estimate probabilities in...

...influence.

#### CONSEQUENCES OF DIFFICULTIES AND DISAPPOINTMENTS

Legal scholar Maxwell Mehlman alerts us to current and **likely** future sequelae of mishaps in genomic research, as well as to ethical, economic, and legal...

... for unwanted outcomes? Who will pay for access to tests and treatments, desired long before **questions** of clinical effectiveness and social justice have been resolved? What are, and who has, rights...organizations than to others, is to acknowledge that the sensemaking challenge in response to something **like** genomics is so great that leadership cannot possibly adequately anticipate enough contingencies to formulate a treated **like** any other "good" to be purchased, those who can afford it will have access to...

...to exclude workers with high healthcare utilization rates. The increased ability to identify those employees **likely** to experience greater healthcare expenses in the future will increase the incentives for employers to...

...Preventive Care

As a result of the ability to identify susceptibility to disease (which is **likely** to outpace the ability to cure genetic-based illnesses), benefits from expenditures on preventive care...

...of investment in these types of treatments. In our current system, where an individual is **likely** to be covered by many different health benefit plans over a lifetime, an insurer may...

... costs of preventive care, with some individuals experiencing high treatment costs over many years, will **likely** change the nature of the demand for preventive coverage.

Healthcare Interventions Will Occur at an...

... this shift will create significant access problems. Where the resources for these healthcare interventions are **likely** to come from is unclear, creating the potential for a genetic underclass as predicted by...

... of the adequacy of the current healthcare financing system. In particular, we may need to **question** whether the private sector coverage that is largely employer based can provide the infrastructure to...

... argument brings me to the one point on which Professor Mehlman and I disagree: the **likelihood** of the United States adopting a national health insurance ... insurmountable political barrier. However, given the significant transformation of the healthcare delivery system that is **likely** to occur over the next decade as a result of genomics, it may be possible to "fund" the expansion of healthcare benefits with the quality improvements that are **likely** to result. Although the insured will experience a slower rate of quality improvements in their healthcare, they are less **likely** to suffer a reduction in their standard of care, which

will make the move to...

... related to genomics. Given its early stage of development, it is not surprising that more **questions** than answers exist today with respect to genomics in terms of safety, privacy, liability, and...

...percent (Weber 2000). Routine use of gene therapy as an accepted form of treatment is **likely** to be 20 to 30 rather than 5 to 10 years away, and even then for only a limited number of diseases.

Despite the uncertainty and the **likely** slow pace of development, two prominent provider organizations are making significant investments into genomics. The...

... helping them become "early adopters" of genetic medicine. GeneSage-a privately held, San Francisco-based **Internet** health firm-is a new and growing company that provides **online** genomics information and services to both consumers and providers.

While insurers at present may be...to redirect savings generated by genomic medicine into a national healthcare program. Unlike some countries, **like** Canada, whose healthcare systems operate more or less with annual, global budgets, the U.S...

... but the government currently has no method to appropriate this savings. Only government-funded programs **like** Medicaid and Medicare create such an opportunity, and even they are not subject to global...

...at this time.

Ironically, another artifact of the revolution in genetic science is much more **likely** than genomics to stimulate a shift to national health insurance. This is the threat of...

...s genome for the presence of one or several genes that are associated with a **likelihood** of getting a disease. This term can also refer to tests that examine how well... DIRECTOR OF THE TIBER GROUP, NICOLE PAULK IS DIRECTOR OF CORPORATE STRATEGY AT NORTHWESTERN MEMORIAL **HOSPITAL**, AND CHRISTINE DUDLAK IS A CONSULTANT FOR THE TIBER GROUP. ALL THREE WORK IN CHICAGO...

15/6,K/4 (Item 4 from file: 15)  
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We are a nation of lonely molecules  
Winter 2000 LENGTH: 6 Pages  
WORD COUNT: 2352

...ABSTRACT: their needs met through traditional medicine, most will try. They will ask their physicians pointed **questions** honed from Net information and media or from friends. If the physician belittles interest in...

...TEXT: the unscrupulous. The who-to-believe syndrome aggravates the toxic worry. You cannot look the **Internet** straight in the eye. You cannot judge the credibility of the handshake, or the genuine...

... the patient to be comfortable asking and having answered the necessary but often highly personal **questions**. Spirituality and suffering are hardly addressed in today's hurried ten-minute clinical visits, yet...

...aggravated by the loss of social discourse occasioned by sitting at home working on the **Internet**.

Now I will try to connect this epidemic of loneliness and this spirituality challenge to...their needs met through traditional medicine, most will try. They will ask their physicians pointed **questions** honed from Net information and media or from friends. If their physician uses the white...

...will gain and enjoy a mutually satisfactory relationship.

Will such a relationship between physicians and **patients** occur? Perhaps in the types of settings described by Freshley and Carlson and McGrady. The time demands imposed by employers **wishing** efficient visits and physicians' desire to maintain income while getting paid less per service probably...

... Some physicians will take the time and additional training to learn these techniques themselves. Others, **likely** the majority, will identify collegial, trustworthy physician and nonphysician CAM modality practitioners and experiment in...

... one to the other; physician to patient; patient to physician. This will be the blessed **gift** of integrated medicine!

Freshley and Carlson and McGrady are probably correct about the ways this  
...

... is not really insurance in the traditional indemnity sense, that is, lots of premium dollars **supporting** only a few users. It is rather **like** Christmas Club prepayment. A better approach may be business or employee or association coalitions making...expensive, and not particularly desired for such an operation.

Other creative solutions and out-of- **hospital** environments such as integrated medicine clinics, wellness centers, or the local YMCA may allow more...

15/6, K/5 (Item 5 from file: 15)  
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**A better ending**  
Mar 2000 LENGTH: 5 Pages  
WORD COUNT: 1910

...TEXT: and social workers might seem unwise in a time of squeezed reimbursements. It also raises **questions** about how to fit such "touchy feely"services into codes that anyone would want to...

...but in ways that will take time to quantify in the bottom line.

"Hospitals that **support** comprehensive care will have advantages in managed care, and they'll be attractive to new...

... The program "provides value to the institution that may be initially intangible, such as community **support** , new philanthropy to the institution and enhancing the image of the cancer program.

Palliative care...

... The benefit for a patient in a palliative care program is that the physicians and **support** staff are trained in advanced pain relief and include the family as part of treatment...

... oflife care can learn a lot from the innovations of leaders in the

field. **Calvary Hospital** in the Bronx has been offering palliative care for 100 years, focusing exclusively on advanced...

... centered philosophy, which provides overnight accommodations and transportation for family members of an inpatient.

Calvary like other leading programs, provides training in the relatively new specialty of palliative care to medical...

... creative ways to ensure reimbursement. "There may be lots of hidden revenue streams into the **hospital** that clinicians don't think about:" he says. Beth Israel hosts a large research program with clinical trials for drugs and other experimental care, and research grants help **support** it. The research is vital for establishing the ...more procedures or work-ups than the average patient, all of which are reimbursable. The **hospital** can pick up the cost of some **support** staff because the program has a large enough patient flow to contribute to the bottom...  
...common DRG at the Cleveland Clinics program is for lung cancer

Some programs gain financial **support** from outside **donations**. The Calvary program has a long history of philanthropy, and the \$4 million raised last...

... specialty care, consulting on pain management, though they will become the primary caregivers to a **patient** if his or her regular medical team **wishes** it

Yet those efforts at peacemaking aren't always enough, and toes are sometimes stepped on...

...that assure docs they'll still be the primary care provider"

Those conflicts are less **likely** in settings such as the Cleveland Clinic and Calvary **Hospital**, because the former is a multispecialty group on salary and the latter is an acute care **hospital** to which local physicians send patients for end-stage cancer care. Still, LeGrand acknowledges the...

...or we'll manage predominantly, whatever the primary physician prefers " As more primary care physicians and **hospital** administrators come to understand palliative care, proponents say, more and more hospitals will set up...

...start small."You don't start out with a full-blown program that's self-**supporting**. Where we are now is something we grew into over 11 years' e

#### TEXTBOOK EXAMPLES...

... families; quiet atmosphere: no PA system or blood draws for inpatients before 9 am.

#### CALVARY HOSPITAL

The Bronx, N. Y

Years in operation: 100 Patients served each year 3, 100 Staff...

... transportation assistance for family members; 24-hour visiting privileges; restraint-free environment; establishment of satellite" **hospital** within a **hospital** across town at Luther-an **Hospital** in Brooklyn.

#### PARTNERS FOR THE CRUSE

A national coalition called Last Acts is helping to...

... It also sponsors national and regional conferences, publishes a quarterly newsletter and special reports, conducts **Internet** discussion groups, distributes a newsletter via email, publishes new information nearly every day on its **web** site and holds media briefings. Former first lady Rosalynn Carter is the honorary chair for more information, visit [wwwlastacts.org](http://wwwlastacts.org) on the **Internet**. 9

Ian Greene is a freelance writer based in San Francisco.

COMPANY NAMES:

...Calvary **Hospital** -New York City NY...

15/6, K/6 (Item 6 from file: 15)  
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\*\*USE FORMAT 9 FOR FULL TEXT\*\*

**Intensive care**

Feb 1999 LENGTH: 8 Pages

WORD COUNT: 5843

ABSTRACT: At Griffin **Hospital** in Derby, Connecticut, patient satisfaction has soared to 96% - an astounding level in any industry, and one that is almost unheard of in the **hospital** business. In 1987, after being labeled a **hospital** patients would avoid, **hospital** officials pondered the question of how to counter the **hospital**'s bad reputation. Remaking the **hospital** at large to suit the needs and whims of its customers was a task on a different scale from that of redoing the maternity wing. Though Griffin **Hospital**'s current reputation for sheer pleasantness is attracting a growing number of patients from outside...

... immediate community, Griffin is aiming for a national market by establishing niche services within the **hospital**.

...TEXT: customers what they wanted and then giving it to them giving it all to them Griffin **Hospital** radically reformed its culture in a change-allergic industry

(Photograph Omitted)

Captioned as: In its no-holdsbarred approach to fulfilling **patients'** wishes, Griffin **Hospital** includes pets among its volunteers. It also offers nontraditional interior design, stress-reduction sessions, and personal escorts for **patients**. CEO Pat Charmel (far right) has been involved in all the changes often down to the...

... LOOKING SPIFFY IN A WHITE JACKET, CHARLIE IS GETTING READY to perform rounds at Griffin **Hospital**. He's adhered to the basic standards expected of **hospital** staffers: he's freshly bathed; his teeth have been brushed. But Griffin is a bit...

... moist muzzle on the edge of a bed [or convenient, nonthreatening petting.

A few obvious **questions** probably spring to mind. But let's just skip them for now, and instead simply note that Charlie is by no means the oddest thing you'll see at Griffin **Hospital**. In fact, it's hard to know where to begin or end, oddity-wise. The...

...wing of every floor?

(Photograph Omitted)

Captioned as: In its no-holdsbarred approach to fulfilling **patients'** wishes, Griffin **Hospital** includes pets among its volunteers. It also offers nontraditional interior design, stress-reduction sessions, and personal escorts for **patients**. CEO Pat Charmel (far right) has been

involved in all the changes often down to the...

... you're in the middle of a business transaction. Imagine, then, what it would be like if the customers you were supposed to be delighting were widely considered the most inherently...

...on stealing market share away from you.

In other words, imagine you were a community hospital.

How, then, to explain the fact that at Griffin, which serves a mix of the ...

...an astounding level in any industry, and one that's almost unheard of in the hospital business? Not coincidentally, Griffin has boosted admissions an average of 2% a year over the...

... of no fewer than seven fiercely competing hospitals, including the world-renowned Yale-New Haven Hospital.

Griffin's secret? A clear, three-step recipe that any organization can follow to similar...

...case, extreme common sense—that makes real change possible.

FOR NEARLY SO YEARS, NONPROFIT GRIFFIN Hospital had been able to count on the steady patronage of the citizens of Derby, Conn...

... New York City, Hartford, and other faster-paced, more affluent locales. Factories closed, and companies like Tetley Tea and Pitney Bowes moved in. Over a period of four years, housing prices...

... to be cared for by Griffin's competitors. To find out why, Griffin commissioned a survey of local residents. More than a quarter of the respondents labeled Griffin a hospital "they would avoid." The reasons given: the medical staff was lacking, the facilities were shabby...

... leveled the harshest criticisms also noted they had never so much as driven by the hospital. "How did they know parking was a problem if they had never even been here?" asks Bill Powanda, vice-president of support services. "We realized the sort of effect that word of mouth was having." (Powanda's...once part of the maternity ward.)

In 1987, when Powanda was starting to ponder the question of how to counter the hospital's bad rep, his father-in-law was admitted to Griffin with terminal stomach cancer...

... notes on their personal run-ins with the medical establishment. They reached an immediate consensus: hospital experiences were significantly more unpleasant than they ought to be. To figure out how Griffin...

... But Charmel, then a rangy, softspoken but direct 27-year-old who essentially ran the hospital's day-to-day operations while CEO Bustelos focused on starting up a Griffin health...

... POWANDA, vicepresident, had his own run-in with the medical establishment.

Griffin passed out detailed questionnaires to its obstetrics patients, as well as to new and expectant mothers who had chosen...

... their own parents in the birthing room, too. They wanted rooms that didn't look like hospital rooms. They wanted double beds, so their husbands or whoever-could sleep next to them. They wanted Jacuzzis. They wanted big windows and skylights. They wanted fresh flowers. They wanted big, comfortable lounges where the family could gather. They wanted nurses

who paid...

... customers wanted," says Powanda. "So we figured all we had to do was find a **hospital** that offered these things, and then just imitate it." Charmel had one of the female...

...to visit them. Then the team members gathered again to compare notes and select the **hospital** that would serve as their template for customer satisfaction. The winner was...nobody. "So we...

... to prioritize the wish list and winnow it down. After all, some of the ideas, like allowing children in delivery rooms, seemed goofy. Some, like skylights, seemed frivolous. Some, like Jacuzzis, seemed downright dangerous—since any obstetrician could tell you that bathing during labor carried a risk of infection. As for double-size **hospital** beds—well, they didn't even exist. And how was the **hospital** supposed to change the behavior of doctors and nurses, who tend to be fiercely protective...

...maternity unit opened in 1987. It had rooms where families could gather. It had fresh **flowers**. It had skylights. It had a Jacuzzi. (Research revealed that the concern over infection was...

... beds. It had birthing-helper classes for children and grandparents. And it had "primary-care **nursing**" each patient was the responsibility of a single nurse who would make sure that all...the nurses get used to the extra demands of the wing, but they started to like them. Turnover among the **nursing** staff, always a problem at Griffin, started to drop. And the nurses were even taking...

...with a program that offers a free exam of mother and baby back at the **hospital** three days after discharge—or at the mom's own home, should a **hospital** return be inconvenient. Ninety-six percent of mothers were soon availing themselves of that exam...

... homes to conduct the exam; they all seemed perfectly happy to drop back by the **hospital**.

Some of the obstetricians never did get used to the new order, however, and they...

... the difficulty in attracting good physicians to a tired, old-fashioned facility. But now the **hospital** found that topnotch obstetricians, including younger and female doctors often favored by expectant mothers, were...

...he threw it out to the executive team, in 1990.

"Can we build an entire **hospital** like this?" he asked. Yes. They could.

AS I STAND AT THE EDGE OF THE GRIFFIN **Hospital** parking lot, listening to the classical music being piped through nearby loudspeakers, someone approaches and...

... patient sees, as a general putter-at-ease. He often personally leads people into the **hospital** and then back to their car when they leave. He strikes up an easy conversation...

...good day.

No matter how much you've been warned that Griffin doesn't look like an ordinary **hospital**, or how carefully you've followed directions inside, or even if Landona has personally led...

... Being taken to your unit by a person is something you remember." (Continued)

Throughout the **hospital**, corridors are generously trimmed in maple and

nicely carpeted (special wheel bearings were brought in... then make life-and-death decisions that somehow would be that much harder in a **hospital** room or hallway or lounge.

Everywhere you turn at Griffin you see similar unhospital- like touches that were mostly inspired by ideas solicited from Griffin's customers. But remaking the **hospital** at large to suit the needs and whims of its customers was a task on...

...it focused on maternity—that is, it had selected the easiest target, the one most **likely** to meet with success. After all, expectant mothers tend to be young, robust, and upbeat. They generally aren't actually ill, are in the **hospital** for only a few days, don't require extensive treatment, and tend to provide good revenues, relative to what they cost the **hospital**.

Providing an emotionally satisfying, minimally inconvenient experience to a broad population is a different story...

...removed, or fighting for breath through failing lungs. Nevertheless, the Griffin team again prepared community **surveys** and focus groups to determine what it would take to make people in that age group **like** a **hospital**.

Again, the resulting wish list was staggering. They wanted nice furniture. They wanted kitchens. They...

...what was happening to them, medically speaking.

Again, Charmel said, Let's do it. The **hospital** was operating in a 60-year-old building that hadn't been renovated since 1969...

... new building. Why not design it to meet all these newly identified needs?

Extensive community- **hospital** building projects need approval from a state commission, and the commission literally laughed in Charmel...

... it for no more than the average cost of adding on a similar-sized conventional **hospital** building—about \$145 a square foot. "To do this right, we had to go first..."

... then played around with cardboard models, and finally built a fullscale mock-up of a **hospital** room in a warehouse across the street from the **hospital**. Hundreds of patients, staff members, technicians, builders, and board members paraded through the room, each...

...Charmel.

Charmel personally picked out furniture, favoring warm, semicontemporary wooden designs. He even selected the **hospital**'s trash cans. "I'm usually pretty hands-off with my staff," he says. "I..."

...with certain details." And with bargain hunting, too: after he had found the designs he **liked** and purchased one of each from area stores, he had them all stuffed into vans...expected nothing short of applause. But senior citizens sometimes frowned at the news. Under closer **questioning**, some of them—especially those who lived alone—confessed that for them, having a roommate was one of the few perks of a **hospital** stay. OK, asked the team, what if we had some double rooms for those who wanted them? More frowns—they didn't **like** the lack of privacy in double rooms. But didn't they just say they didn...

... The politics of double rooms can get kind of complicated," notes Charmel.

Impossible seemed more **like** it. No one could think of a way to design a

double room that met...

... or both beds were in the flat position, offering privacy. But if both patients felt **like** a little companionship, they could raise the heads of their beds, angling themselves forward enough...

... other. Unfortunately, putting a window at both ends of the room was out of the **question** ; there would have to be a single window in only one patient's half of...

... wing has a central nurses' station, which typically means that some patients are located the **hospital** equivalent of a block away, which raises their anxiety. The solution: abolishing the central station...

...about the patients' needs."

Still, Charmel and the team wondered, could the very nature of **nursing** and doctoring—that is, the culture of medicine—be changed to suit patients? WHEN PEOPLE SAY **HOSPITAL** ENVIRONMENTS can be highly infectious, they usually mean it in a bad way. Not in...

... A volunteer once fielded a call from a patient who had been rushed to the **hospital** on April 14: Would the volunteer mind getting the patient's tax forms from her back from a blood-platelet disorder. "The last time I was in a **hospital** , " he says, "I was five years old, and my parents couldn't see me until..."

...was here until 3 a.m. It was great."

(Photograph Omitted)

Captioned as: SOFT TOUCHES: **Hospital** planners chose wooden handrails and banned fluorescent lip,hno because 'it makes people look sick...

...football team, but I passed out at the sight of a needle," he says. But, like all Griffin patients, he was encouraged to look over his charts, was offered literature about...

... and doctors discussed where he stood now, what tests needed to be performed, what was **likely** to happen based on the test results, when he could expect to leave, and what...

... the public, which has medical books aimed at laypeople and computers linked to health-related **Web** sites. The medical library where doctors do their research is adjacent to the resource center...

... to receive visits from their pets, Griffin has brought a half dozen or so dogs **like** Charlie up to code to soak up patients' surplus affection.

Patients point out that they...

... took over, and brought him to where he needed to go. Every employee of this **hospital** is considered a caregiver, whether they're processing bills in accounting or cleaning labs."

Most...

...She didn't feel she had to ask my or anyone's permission, and I **like** that."

Charmel and the rest of his team refuse to stand still. Though its reputation...

... immediate community, Griffin is aiming for a national market by establishing niche services within the **hospital** . One of those is a

comprehensive pain- and headache-treatment center, in which, among other...

... has even managed to construct an intensive-care unit that provides virtually all the same **patient** - wish -list items, including private rooms that are only slightly less hotel- like than the ordinary ones. To keep **patients** accessible to visitors without restricting doctors' ability to rush in for emergencies, for example, each...

...altogether.

Griffin's managers are also looking to boost revenues by turning some of the **hospital** 's practices into products. Last year Griffin formally absorbed Planetree-a seminal-but-failing consultancy that promoted health-care ideas like those developed at Griffin-by acquiring its debts, and the **hospital** now plans to quickly implement Planetree's agenda. Michael Gaeta, a former alternativehealth-care consultant...

... photocopying-Gaeta has produced slick brochures and videos and is constantly leading delegations of visiting **hospital** staffers around Griffin. In the first six months after the acquisition, Gaeta signed up four...

15/6,K/7 (Item 7 from file: 15)

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\*\*USE FORMAT 9 FOR FULL TEXT\*\*

**Muddling through elegantly: Finding the proper balance in rationing**  
Sep/Oct 1997 LENGTH: 10 Pages

WORD COUNT: 4152

TEXT: Headnote:

Explicit rationing at the clinical level is likely to cause more harm than good.

THE INCREASING TENSIONS between the possibilities of medical intervention  
...

... the extent of direct access and gatekeeping, waiting times for various services, schedules, and the like . At the clinical level, decisions are made about treatment priorities among varying conditions, treatment approaches...

... accessibility to the educated strata in each nation via the media, the fax, and the **Internet** , patterns of practice are also culturally specific to a remarkable degree.<sup>1</sup> As responsibility rests...to tools that would allow medical authorities to establish specific priorities such as community preference **surveys** , outcomes research, the development of practice guidelines and clinical pathways, and evidence-based medicine. Although... expensive decisions more carefully. Studies consistently show that capitated organizations operate more economically by reducing **hospital** admissions, surgical interventions, and the use of other expensive modalities. Capitation can achieve these economies...

... the necessity of care, or some combination. In the explicit form of utilization management, physicians wishing to admit a **patient** to a **hospital** , extend a **hospital** stay, or use certain expensive interventions must receive authorization from a designated UM company. The  
...

... health authority refused the treatment, and the father sued. The court in the first instance supported the father, asserting that "[w]here the

**question** is whether the life of a 10-year-old child might be saved, by however...

... the maximum number of patients. That was not a judgment for the court." A private **donation** allowed the treatment to go forward, but the child died.

I am not aware of...

... or the cost. But this "rescue" principle is also widely shared by the general public. **Surveys** in England, for example, asking the public to distribute additional available resources among choices such...an important topic for discussion within health care institutions. An open process makes it less **likely** that social biases will prevail and helps to fine-tune clinical decision making.

In many...

... Conference on Priorities in Health Care, Stockholm, Sweden, 14-16 October 1996. The work was **supported** in part by a Robert Wood Johnson Investigator Award in Health Policy to the author...

...2 (1996):171-189.

8. H.J. Aaron and W.B. Schwartz, *The Painful Prescription: Rationing Hospital Care* (Washington: The Brookings Institution, 1984).  
9. S. Redmayne, R. Klein, and P. Day, "Sharing..."

...Health Service (Philadelphia: Open University Press, 1996).

10. See M. Gold et al., "A National **Survey** of the Arrangements Managed-Care Plans Make with Physicians," *The New England Journal of Medicine*...

15/6,K/8 (Item 1 from file: 16)  
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10201321 Supplier Number: 92801141 (USE FORMAT 7 FOR FULLTEXT)  
**Long-term-care neuroscience: a viable specialty area for nursing ?**  
Feb, 2002  
Word Count: 4450

(USE FORMAT 7 FOR FULLTEXT)  
**Long-term-care neuroscience: a viable specialty area for nursing ?**  
TEXT:  
...both "specialized" and nonspecialized homes by staff members with varied levels of relevant training. Evidence **supports** the view that special units can improve the quality of life for clients with advanced neurological conditions. In view of the **likelihood** that many nurses in nonspecialized homes will continue to care for neurologically impaired patients, a philosophy for **nursing** and standards suitable for establishing long-term care as a viable area within neuroscience **nursing** can be determined.

Neuroscience **nursing** should not be undermined by the inclusion of **nursing** activities that are less than scientific. Neuroscience refers to any of the disciplines concerned with...

...long-term care for people with neurological disabilities is to be seen as a credible **nursing** specialization, we must ensure that nurses in this field are adequately prepared.

Some facilities that...

...brain injury unit or an intensive rehabilitation unit that forms part of

a neuro-disability **hospital** understand the role they play in care, education, and research. These hospitals tend to continually...

...therapeutic approaches are moved toward some form of long-term care--whether at home with **support**, in a long-term ward in a neurological **hospital**, or in a **nursing** or residential care home. This article explores the need for specialized neuroscience **nursing** in long-term facilities and considers whether the quality of patient care can be improved...

...Registration and Inspection officers decide the skills or training background that nurses and managers at **nursing** homes must possess before they will allow the home to be registered for the care...

...registered for the care of clients with Huntington's disease under an agreement that the **nursing** team was predominantly "psychiatric" led, while others registered were under "general" or "learning disability" leadership...

...legislation to be enacted in 2002 replaces the two current registration authorities--residential home and **nursing** home inspectorates--with a single "care home" inspectorate. The effect of this change remains to be seen. The United States and Canada do not have separate **nursing** qualifications, but do have additional qualifications for specialized areas, including neuroscience **nursing**.

Many residents with late-stage neurological conditions were found to be cared for in nonspecialized...

...harm, and perseveration. The responsibility for making ethical decisions related to gastrostomy feeding, brain tissue **donation**, and confidentiality with regard to relatives who may be at risk of inheriting a genetic...

...Estimating the numbers of people, in terms of their respective diagnoses, who are admitted to **nursing** homes or receiving any other form of long-term care, is extremely difficult. The emphasis...

...America has shifted heavily toward care in the community. In some situations this involves regular **nursing** input, whereas in others many families continue unaided much of the time, but may occasionally term placements.

In addition, available statistics do not necessarily identify all the diagnoses of **nursing** or residential home residents. However, it would appear that people with neurological disorders are admitted...

...personal communication, 2000). Table 1 provides insight into how these people have been classified. A **survey** in a small Cambridgeshire town in England (population 6,800) showed that almost 25% of long-term-care residents have a neurological diagnosis (Table 2).

This **survey** highlights the difficulties in counting long-term residents by diagnosis. Huntington's disease would appear...

...and multiple sclerosis cannot provide realistic data on which to base percentages. A large-scale **survey** of this nature has not been found and may be a worthwhile future undertaking. A...

...in 1990 of the Care in the Community Act, greater efforts are being made to **support** care at home. On the other hand, improved **nursing** care and parenteral feeding may contribute to longer survival, perhaps a factor in increasing care home occupancy (Her Majesty's Stationery Office, 1990).

Given the difficulties in classifying numbers of **nursing** and residential home occupants by diagnosis, it may be helpful to consider how many people...

...patient group in a facility that was not designed specifically to meet their needs? These **questions** deserve careful consideration and are highlighted by the following case study.

Case Study  
Sally was...

...her interests lay. Reluctantly, she took up her first staff nurse post at a large **nursing** home caring for young people with physical disabilities, not a specialized neurological unit. At 65...

...illness. He had been admitted to the home following failed placements in psychiatric hospitals and **nursing** homes for elderly people.

One Saturday afternoon, Sally was the nurse in charge when Jim...was not possible to gain his informed consent.

Warily, against advice from her employers, her **nursing** union, and governing body, Sally made a visit to the family on her own time...

...training. She explained:

I could not tell them confidently about genetic testing, patterns of inheritance, **likely** age of onset, the course of the disease, or advances in research. They gave me...

...they had at times been physically abused by their father, and asked whether this was **likely** to be due to his

illness, and I had no real knowledge of the way...in a large home surrounded by others with the same diagnosis. On admission, it is **likely** that current residents will be at a more advanced disease stage, and to some this may seem **like** an unhappy confrontation with the inevitable future. Not every **patient** will **wish** to live a long way from the family if there is no local specialist facility. Some **patients** are already residing in a **nursing** care home when a neurological diagnosis is made, and moving may cause further disruption to life.

For these reasons, care for most long-term neurological patients is **likely** to remain in nonspecialist **nursing** homes. To improve the quality of care in these facilities, the following suggestions are offered...

...a training course could be modified for accreditation in each country. The course should equip **nursing** staff members to develop care plans from up-to-date research, to network efficiently, and...

...access to consultants, and therapists

\* Mini-publications explaining brain pathology related to specific diagnoses, and **nursing** "tips" related to commonly met difficulties in practice.

To enable construction of the course, a concept of **nursing** that is apparently simple, yet is able to accommodate the complexities of the problems facing...

...this field and in every cultural environment, is necessary. The Roper, Logan and Tierney (RLT) **nursing** model may fill this need (Marriner-Tomey & Alligood, 1998). I have used this model to...

...long-term facilities for neurological disorders and have found that it facilitates a focus on **nursing** issues at different levels of complexity, so that companion courses for care staff members, and advanced **nursing** staff members could be added to an original program.

In applying the RLT model, nurses...

...the same time embracing generalities inherent in his diagnosis. This conceptualization of the elements of **nursing** may provide a suitable frame within which an international panel could express sociocultural and

politicoeconomic...

...for staff working in the specialized field of long-term care in neuroscience.

Summary

Neuroscience **nursing** is a highly specialized field. It should remain so because neurologically impaired patients tend to...

...as specialized centers, where approaches to care are cohesive. However, approaches to and philosophies of **nursing** in long-term neurological care centers are less unified. Those facilities with a claim to...

...patients could fare better in specialized centers oriented toward specific neurological diagnoses than in other **nursing** homes, but it would appear that there will always be significant numbers of neurologically-impaired...

...their clients in long-term neurological care and work to bring about cohesive approaches to **nursing** delivery is warranted.

Table 1. Numbers of Residents in all Residential Care Homes in England

...	100
...347,333	

Source: Office for National Statistics, 2000.

Table 2. Diagnoses of Residents in **Nursing** and Care Homes in a Town with Population 6,800 (total 126 residents)

Diagnosis	Percentage of <b>Nursing</b> and Residential Patients				
	Mental...				Percentage
...neuron disease	0	0	1	0.014	
Total	6	2	22		0.44
Huntington's disease		3.9			
Alzheimer-type dementia		14.28			
Parkinson...					
...Multiple sclerosis		1.6			
Motor neuron disease		0.8			
Total		24.48			

Source: Local Cambridgeshire **survey**

Table 3. Numbers of Incapacity and Severe Disablement Allowance Claimants in England in November 1999...BSc RN, for encouragement and guidance throughout this project and for patiently reviewing the manuscript.

**Questions** or comments about this article may be directed to: Steve Smith, BSc (hons) RGN PGCE...

...at Gables Care Homes, and a lecturer at the University of East Anglia School of **Nursing** and Midwifery.

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...DESCRIPTORS: Care and treatment; **Nursing** --...

...Technique; **Nursing** --...

...Standards; **Nursing** --

**15/6,K/9 (Item 2 from file: 16)**  
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09987059 Supplier Number: 90317670 (USE FORMAT 7 FOR FULLTEXT)  
**Who's Who in Health Care. (in the Indianapolis area) (Directory)**  
August 5, 2002  
Word Count: 11319

(USE FORMAT 7 FOR FULLTEXT)

TEXT:

...areas best-known and most influential people in the health care industry. Among them are **hospital**, health maintenance organization and insurance executives; makers of pharmaceuticals and medical devices; medical and **nursing** academicians; representatives of trade groups and government agencies; and health care lawyers, accountants and consultants.  
... the American Society for Clinical Pharmacology and Therapeutics.

... ROBERT J. BRODY

President/CEO

St. Francis **Hospital** and Health Centers

Age: 48 (7-29-53)

Robert J. Brody spent nearly 15 years in various health care administrative positions in several states before joining the local St. Francis **Hospital** and Health Centers in 1992.

He spent four years as executive vice president and chief...  
...current role of president and CEO in 1996.

Founded in 1914, St. Francis maintains three **hospital** facilities in Beech Grove, Indianapolis and Mooresville. It is part of a network of 10 **hospital** campuses in Indiana and Illinois owned and operated by the Sisters of St. Francis Health...

...on Deming quality-improvement principles. He also was instrumental in St. Francis' growth from one **hospital** in Beech Grove to a three- **hospital** system serving south-central Indiana.

In 2000, Brody coordinated the acquisition of Kendrick Memorial Hospital, now known as St. Francis Hospital, in Mooresville.

In addition, he led the development of the St. Francis Cardiac and Vascular...director of communicable diseases for the Marion County Health Department, medical director of The Bell Flower Clinic and as an IU associate professor of medicine.

Working with local primary care agencies...

...the Boy Scouts of America's Crossroads of America Council, Indiana Chamber of Commerce, Indiana Hospital and Health Association, Indianapolis Chamber of Commerce, United Way of Central Indiana and Brebeuf Jesuit...

...than 30 years to the health care industry.

From 1971 to 1974, he was associate hospital director for the Albert B. Chandler Medical Center in Lexington, Ky. He spent the next four years as hospital director at the Milton S. Hershey Medical Center in Hershey, Pa., after which he served...

...an integrated health care delivery system consisting of four hospitals, six urgent-care centers, three nursing homes and a mental health center.

The network also comprises Community Physicians of Indiana, Voluntary Enterprises Inc. and Indianapolis Medical Management. A fifth hospital --the Indiana Heart Hospital --will soon be added to the network. Corley serves on the board of Voluntary Hospitals...

...s degree in health administration from Duke University.

NANCY DICKENSON-HAZARD

CEO

Honor Society of Nursing, Sigma Theta Tau International

Age: 55 (9-25-46)

Nancy Dickenson-Hazard has made changes in the nursing field that have affected nurses around the globe

She expanded the Honor Society of Nursing, Sigma Theta Tau International, into the largest international nursing organization in the world. Since joining the society as CEO in 1993, she has increased...

...base.

Dickenson-Hazard also has developed a national certification and certification-maintenance program in pediatric nursing that resulted in a 170-percent increase in the number of nurses certified. The voluntary... organizations employing pediatric nurse practitioners.

Dickenson-Hazard started out as an assistant project director and nursing instructor at Eastern Kentucky University in 1973, then spent several years working as a pediatric...

...then joined Sigma Theta Tau.

Dickenson-Hazard is a fellow of the American Academy of Nursing, an advisory board member for the Johnson & Johnson Campaign for Nursing's Future and a member of the corporate advisory committee for Nursing Spectrum magazine.

RONALD W. DOLLENS

President and CEO

Guidant Corp.

Age: 55 (12-17-46...)

...medicine and research, and recently received the Distinguished Service Award from the Multinational Association for Supportive Cancer Care.

The physician earned his medical degree from the University of Iowa in 1968...

...he completed fellowships in hematology/oncology at IU and in oncology at M.D. Anderson Hospital and Tumor Institute in Houston.

Since 1973, Einhorn has taught medicine at the IU Medical...

...commerce, United Way of Central Indiana, Greater Indianapolis Progress Committee, Community Addictions Services Agency, Indiana Hospital Association Board, and the Indianapolis Campaign for Healthy Babies Initiative.

Farris earned his master's....J. Michael Grubbs has been involved in two lawsuits that have saved money for Indiana **nursing** homes.

The first suit, in 1994, was instrumental in preventing **nursing** homes from having their Medicaid reimbursement rates cut. The most recent suit, still under appeal, would block cuts of about \$45 million in additional annual payments to **nursing** providers in the Medicaid program.

Grubbs is a partner and Health Care Department administrator for...

...200 million in additional annual federal funding for hospitals serving a disproportionate number of indigent **patients**.

His interest in health care started early. Grubbs served as an emergency medical technician and paramedic at **Wishard Memorial Hospital** in 1977 and 1978, a decade before earning his law degree.

Over the next 10...

...health-related issues throughout his career.

He is chairman of the Marion County Health and **Hospital** Corp., which owns and operates **Wishard Health Services** and the Marion County Department of Health. He is chairman of the corporation's **Hospital** Committee and a member of the Policy and Planning Committee. Gutwein also is a board...

...visitors for the Indiana University School of Public and Environmental Affairs.

ANNIE HOLT

CEO

Women **Hospital** Indianapolis

Age: 49 (10-11-52)

Annie Holt's work history is peppered with positive effects on **hospital** administration.

Since 2001, she has served as CEO of Women's **Hospital** Indianapolis, a 182-bed facility that provides health care for women in all phases of...

...2001, she worked as chief operating officer and chief clinical officer for St. Mark's **Hospital** in Salt Lake City, where she led the team that designed, built and opened a Women's Pavilion at the **hospital**.

From 1991 to 1997, she served as vice president of clinical integration for HealthTrust, a regional **hospital** network where she initiated and operated a consulting service.

Before that, Holt worked as an assistant administrator of patient services for Pioneer Valley **Hospital**, a member of HealthTrust. She also worked in various health care leadership positions, including director of **nursing** services, from 1978 to 1984.

Holt serves on the Women's **Hospital** board and the business school advisory board for the University of Indianapolis. She is also...

...current position as associate dean, CEO and medical director of **Wishard Health Services**, a public **hospital** system ...more than 400 long-term-care providers and suppliers in home-health, assisted-living and **nursing** home settings to deliver quality health care to Hoosiers.

After holding numerous positions with the...

...in raising issues such as the nurse staffing crisis, fair and adequate Medicaid reimbursement for **nursing** home patient care, and Medicare restructuring at the national level through the national long-term...

...in 1995, Logsdon led an investigation into more than 100 mysterious deaths at Vermillion County **Hospital**. The investigation led to the first administrative fine ever lodged against an Indiana **hospital**, alleging

poor care, and helped ultimately convict nurse Orville Lynn Majors for the murder of...School of Indianapolis.

ANGELA BARRON McBRIDE

University Dean and Distinguished Professor Indiana University

School of Nursing

Age: 61 (1-16-41)

Angela Barron McBride has made a name for herself as a respected author, professor and medical professional.

McBride taught at the Yale University School of Nursing from 1964 to 1973. She now works at the Indiana University School of Nursing, where she has been a professor since 1978 and dean since 1991. In 1992, she...

...in light of the Women's Movement. In 1985, she wrote the position paper for nursing when the National Institutes of Mental Health drafted a Women's Mental Health Research Agenda...

...took the lead in integrating the behavioral and biomedical sciences in the development of psychiatric nursing research.

She served as president of Sigma Theta Tau--the Honor Society of Nursing --during the construction of the International Center for Nursing Scholarship on the IUPUI campus in 1989.

In 1995, McBride was the first woman in...

...IU Department of Medicine. In the past, he served on the boards of Kendrick Memorial Hospital, St. Francis Healthcare Foundation, Catholic Youth Organization and the Indianapolis Urban League.

CLEMENT J. McDONALD...life for individuals.

Also at Anthem, Nussbaum was instrumental in the formation of a new online health information tool for consumers and members called MyHealth@Anthem.com.

Nussbaum has been an...

...10-49)

Samuel L. Odle started out as a registered radiologic technologist at Winona Memorial Hospital in 1970 and quickly rose through the ranks to build an accomplished career in hospital administration.

He is now senior vice president and chief operating officer for three of Indianapolis...

...the umbrella of Clarian Health Partners. Odle is responsible for the operation of clinical and support services at the three member hospitals, as well as physician contracting and budgetary accountability of...

...full-time employees.

Before taking his current post, Odle held several administrative roles at Methodist Hospital. He was vice president of operations from 1981 to 1982, vice president of professional services...

...two years as vice president of professional services and medical staff affairs at Winona Memorial Hospital. While there, he recruited 34 physicians, was administratively responsible for a \$15 million expansion

...was an assistant administrator at Winona in 1978-79 and an administrative resident at Community Hospital in 1978.

He won the Indiana Jefferson Award and the Meritorious Hoosier Award in 1986...

...a founder of MyDoctorsOffice.Net, one of the nation's top five providers of secure Internet-based physician-patient communication services. The Web site pioneered online visits, appointment scheduling, prescription refills, questions and test results.

Park has led a number of business ventures throughout his career.

From...

...tax-exempt organizations.

Pemberton was part of the team that handled the sale of Winona Hospital and the creation of the Walther Cancer Institute Inc. and its

affiliates. He has assisted...

...the Pediatric Endocrinology and Diabetology Section at the Indiana University School of Medicine and Riley **Hospital** for Children into a premier center for clinical care, education and research.

She oversees all...

...The physician started her career in 1983 as a medical ward officer at Children's **Hospital** National Medical Center in Washington, D.C. From 1986 to 1997, she worked as an...

...representative advocate on its executive committee.

ERIC N. PRYSTOWSKY

Director, Clinical Electrophysiology Laboratory

St. Vincent **Hospital** /The Care Group

Age: 55 (6-4-47)

Eric N. Prystowsky, a cardiac arrhythmia specialist...He then worked in the health care field as director of planning for the Indiana **Hospital** Association from 1969 to 1971.

Render put his law degree to work when he co...

...Heath & Lyman in 1971. Since 1982, he has served as general counsel to the Indiana **Hospital** and Health Association.

He also has been an adjunct instructor in health law at Indiana...

...the Indianapolis, Indiana and American bar associations; the American Health Lawyer Association; and the American **Hospital** Association. He serves on St. Vincent Cannel **Hospital** 's advisory board and the Seminars for Indiana Medico/Legal Bar Association board.

Render earned...

...frequent author and speaker on health care issues and developments.

KENNETH G. STELLA

President

Indiana **Hospital** and Health Association

Age: 58 (8-20-43)

Kenneth G. Stella has been president of the Indiana **Hospital** and Health Association since 1984. The association provides advocacy, education, data and communication services to...

...Indiana hospitals.

Before joining IHHA, Stella served as assistant administrator and then administrator of Morgan **Hospital** and Medical Center in Martinsville from 1968 to 1984.

Stella is a fellow of the...

...Life Insurance Co.'s variable annuity funds. He serves on numerous committees for the American **Hospital** Association, and he's a member of the board of visitors for both the Indiana University School of **Nursing** and the IU School of Public and Environmental Affairs.

In the past, Stella has held...a wide variety of health care clients. He serves as counselor and confidant to many **hospital** CEOs and physicians throughout Indiana, and he was named by his peers as one of...

...IU Hospitals. From 1980 to 1983, he was on the administrative staff at Wishard Memorial **Hospital** .

JOSEPH E. WALTHER

President and CEO

Walther Cancer Institute

Age: 89 (11-24-12)

Throughout...

...Care Research, named for Walther's late wife and based at the IU School of **Nursing** , has developed a reputation for enhancing collaborative efforts among researchers within various disciplines and institutions...

...as his private practice in 1947 and was instrumental in the development of Winona Memorial Hospital .

Walther earned his medical degree from the IU School of Medicine in 1936 and served...served as medical director until 1983.

Wilson then worked as a pediatrician at Red Bird Hospital in Beverly, Ky., before returning to Indianapolis to work in pediatrics from 1984 to 1987...

...Since 1989, Wilson has directed the Comprehensive High Risk Follow-Up Clinic at Wishard Memorial Hospital . He was a pediatric consultant for Larue Carter Hospital from 1991 to 2000 and a medical consultant for Children's Specialist Health Care Services...

...of Indiana from 1995 to 2001.

Wilson worked as medical director of Riley Children's Hospital from 1997 to 2001, when he became Indiana state health commissioner. He also has been...

...people were also selected for Who's Who in Health Care but did not return questionnaires :

- \* Ed Abel, Blue and Co.
- \* Douglas Elwell, Health and Hospital Corp. of Marion County
- \* Richard King, Indiana State Medical Association
- \* Greg Yust, Sagamore Health Network

15/6,K/10 (Item 3 from file: 16)

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09924606 Supplier Number: 88573887 (USE FORMAT 7 FOR FULLTEXT)  
Health care systems may offer 'open health management'. (Market Memo).

June, 2002

Word Count: 2852

... the growth of technological capacity in storing information about customers, and in communicating with them online . This makes it possible, for example, to create aggregate accounts for individual customers, recording all...

...possible for low-cost communications and 24/7 information access to be offered to customers online and in call centers. Yahoo!, for example, offers account aggregation online , though not comprehensive account management.

These same trends and possibilities apply equally well to health...

...place or a thing

I remember reading, perhaps two decades ago, an article titled "The Hospital , A Place or a Thing?" It raised an issue that had long been debated at...

...plants, facilities where care encounters are transacted--or are they things--organizations of providers and support staff who can deliver value to customers wherever they may need or want it? With...

...though many of the suggestions for such a strategy involve "place" ideas, such as expanding gift shops to include mother and baby products, vitamins and nutriceuticals, or even separate "focused factories..."

...almost entirely irrelevant, in most cases, since customers do business with them by phone or Web site, or have sales force personnel come to them.

To take on the challenge of...to health insurance, disability and workers compensation expense, the health portfolio for business clients would likely contain a wide range of performance goals and measures.

For consumers, a health portfolio might...

...consumers of a certain age, interest in preventing or delaying the ravages of aging will **likely** be included. For consumers with chronic conditions, enabling them to cope with the intrusiveness of...

...childbirth and parenting, menopause adjustments, and similar life-stage quality-of-life-enhancing goals are **likely** to be included, at least for a while.

With such health portfolios, HCOs may choose...

...goal.

Consumers want to manage own health portfolios

With consumers, only the most affluent are **likely** to be able to afford to pay the fees necessary to **support** an HCO's taking on a total function or outcome accountability for any health or...

...rehabilitation, disease management, or other program aimed at achieving an HRQoL outcome, the cost would **likely** be prohibitive for the HCO to bear, hence fees prohibitive for the vast majority.

Moreover, consumers are **likely** to prefer taking on a significant, if not dominant role in most health portfolio outcome...

...As a result of both the overwhelming cost of taking on full accountability, and the **likely** preference of consumers, HCOs are **likely** to function at the low end of the role-responsibility for consumer health portfolio goals...

...the more portfolio measures that customers want to improve or at least protect, the more **likely** it will be that the HCO will not have best-of-breed capabilities in all...

...for business clients' performance.

With consumers, partnering with others will almost always be essential. Any **hospital** or vendor taking on more than a service-selling role for a given health portfolio to partner with consumers' physicians and other practitioners, for example. Any physician will **likely** wish to partner with other sources of **patient** education and information, and with **patients**' family members, perhaps employers as well. On the other hand, by using devices such as group patient visits for patients sharing similar problems and aspirations, and using **online** communications to gather information about and communicate with "managed" patients, as well as to track...

15/6, K/11 (Item 4 from file: 16)

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07205797 Supplier Number: 60809604 (USE FORMAT 7 FOR FULLTEXT)

**WORKING For a LIVING. (Statistical Data Included)**

March, 2000

Word Count: 10196

... and the arms and insulators, I know exactly what that pole is going to look **like** when I'm done, To me it is a craft.

Mark Pilkenton has been at...

...that I expected and the company expected. Now I really enjoy it.

Now I feel **like** what I do isn't really work. At the end of the day I'm...

...and gain confidence. I guess that's what thrills me more now than specific accomplishments **like** a great Olympic event or a great trade show.

Kathy LaMere was promoted to manager...

...mother of two grown daughters, she lives in South Beach.

I've been learning things like scheduling, dealing with employee behavior, pregnancy leaves, the whole thing. I never had a business degree, and there's a lot of laws out there. I ask a lot of questions. I have to.

The worst thing I've had to do since I took over the management is cut back on the labor force. It just made me sick. But there's hope when the business picks up to get them all back. I wish there was some way that we could get this place promoted so we wouldn't...

...started waitressing when I was 16 years old. It's always been my love. I like people. The only advice that I pass on to my waitresses is to just be...

...there's certain personalities that can do it and love to do it. If you like your job, then it all just comes natural.

Do I get tired? Sometimes I cry...I'll ever do it again. It's a lot of hours, and I would like to slow down sometime. But my plans for the future are just to stay where...

...other daily paper is published. So that's stewardship.

I don't want to sound like I'm a pollyanna here, but dealing with the public is energizing. I've long...

...unkind word or a criticism will dent me. We try to look at those as gifts. If people are angry at the newspaper because of the way an editorial was written...

...the natural playing field for creativity, so if I'm doing a maintenance task, I like to review everything to see if we could be doing it better.

In this area...informed our customers that we had just been robbed.

So you're everything from almost like a policeman down to a janitor, and then in the middle is being a manager...

...music, I had always wanted to do something with the ocean. It's kind of like my happiness. My joy is being on it, by it, close to it. I've...for a little while before I realized how much I missed it. I've always liked ranching, but I don't like farming, sitting in a tractor hour after hour.

I don't think ranching is for...

...Inc. She lives in Medford, has two grown daughters and is a recent bride.

I like the fact that I get to work for a diverse population. OnTrack deals with a...

...tenacious, that there are times when you lead and when you walk away. I would like to say I learned patience.

In Portland, everybody really wants to do what's best...to what a teacher made. I raised three kids on it. But what I always liked about the job was meeting the people. I never wanted to have a hospital job, where it's just you and the microscope.

Now I'm giving allergy injections to people. You get to know the patients; they get to be family. I like to pat 'em on the arm and say, 'You did good -- now, won't you...

...education. An employee coffee tasting led to a coffee upgrade for those who don't like the free soda.

All employees receive the same hourly wage at 6 this employee-owned...each week to volunteer in schools.

Hotlines for everything from cost-saving ideas to benefits questions.

10 Providence surveys its employees annually for feedback on everything from workplace culture to intranet design and usability...

...206th Ave. 90 91% 95% 80% 100% 80% 191  
Beaverton OR 97006

20 Good Samaritan Hospital 3600 NW Samaritan Drive Corvallis OR 97330 90 91% 85% 100% 87% 87% 946

21...cash awards of \$25-\$500 every month for cost saving, revenue generating ideas, Exceptional employee support during family emergencies -- everything from cat care to yard care is arranged.

29 Fujitsu Microelectronics...

...up brewer evantly become the two brewmasters.

42 This cutting-tool sharpener maker provides excellent support for college and continuing education. Offers 120 hours of both formal and informal training per...

This newly public company offers stock options to all employees and encourages cemaraderie with events like cosmic bowling, river cruises and talent competitions. Over 1,700 employees earned promotions and transfers...

...A "value Thought" is shared before each department meeting. Management is trained to recognize employee gifts .

60 This cabinet maker, remodeling and home repair company encourages cross-functional work groups and...and a training department that customizes instruction to specific jobs make PTCU stand out. Free online bill paying dosen't hurt. Perks include flex time for returning moms, 62 adoption assistance...

...new-hire referrals. The number of annual employee advancements at 73 this non-profit community hospital tripled in the past 5 years. Awards scholarships to employees pursuing careers in health sciences...

...work-study program. This third-generation family-owned manufacturer 75 and producer of fruit concentrates supports cross training and apprenticeships. Employees are polled about their career goals, then training programs are...to \$2500 annually. An employee assistance program focuses on family and personal concerns.

82 This Internet communications company sets aside \$6,000 per year per employee for job training, Internal job...

...pursue a job with a similar organization." 92 Encourages employees to donate by offering matching gifts ; contributed more than \$1 million to nonprofit organizations in Oregon in 1999. Extends benefits to...

...an afternoon at the movies and a murder mystery costume party. Internal career development strongly supported .

96 Employee-focused company culture resulted in a low turnover rate of 10%. State-of...

15/6, K/12 (Item 5 from file: 16)  
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06495378 Supplier Number: 55191163 (USE FORMAT 7 FOR FULLTEXT)

**CAUSE CELLEBRE.**

July 13, 1999

Word Count: 3836

... high-flying Hollywood life and moved to Save the Children's Connecticut headquarters. There, he **supports** Save the Children worldwide, most recently visiting operations in Sarajevo, Hanoi and Tirana, Albania Haber...

...that what began as a grassroots effort has blossomed into a foundation with substantial industry **support** from the **likes** of Apple Computers, BMI, Sony Music, Universal Music, Universal Attractions, the City of New York and the Ronald McDonald Foundation in Northern California. Kamen also counts on Hollywood **supporters** such as artist manager Ken Kragen and the Mancini family. Composer Henry Mancini's daughter...

...In addition to coaxing the general public to donate used instruments, Kamen has also inspired **donations** of brand-new instruments from leading musical instrument manufacturers.

"It all begins with puffing an...

...People in the arts all over the world recognize that we've been given a **gift** and we can help to preserve it by passing it along."

ROSIE O'DONNELL

Rosie O'Donnell founded For All Kids Foundation in 1997 to help **support** the intellectual, social and cultural development of at-risk and underserved children throughout the United...

...SAMMS AND PETER SAMUELSON

In the early '80s, actress Emma Samms befriended a young cancer patient named Sean. Touched by his **wish** to visit Disneyland in spite of his illness, she enlisted the help of her cousin...monitor, VCR and Nintendo 64 game unit -- in over 600 hospitals, and has pioneered in-hospital Starlight Rooms, theme-oriented, high-tech "sanctuaries" for video games, computers, arts and crafts and...

...provide children with access to educational and creative software applications and the StarKids Network, an **online** world where kids can communicate and play with friends, family, classmates and other patients.

ARNOLD...

...memorabilia for local fund-raising events. Schwarzenegger has also garnered national sponsors, including a recent **donation** of 150 computers from Cendant and \$2 million in software from Knowledge Adventure.

"One of...

...of the world's original forest cover to biodiversity and pollution. The Turner Foundation has **supported** a wide range of environmental and population-related work, steadily increasing the amount of funding...

...against AIDS and HIV, and no wonder: In 1995, his foundation made the largest single **gift** ever to AIDS services -- \$4 million -- to two New York-based AIDS organizations: Gay Men...

...then, some of the foundation's more recent headline-grabbers include a \$1.4 million **gift** to AIDS Action, the national voice of AIDS, enabling the organization that represents over 2...

...needs are being met," says Daniel Zingale, executive director of AIDS Action. "David Geffen's **gift** will ensure that people with AIDS continue to have a strong voice in Washington."

Geffen...

...issues of concern to the Jewish community. In 1995, the foundation made a \$5 million **gift** to the Westwood Playhouse (since renamed the Geffen Playhouse) and, in 1996, also endowed the...damaged in the Northridge earthquake in 1994. Ovitz went into high gear to rebuild the **hospital** into a cutting-edge new facility, a \$1.25 billion, 10-year project designed by...

...Ovitz spends what he says is "a substantial amount of time every day" on the **hospital**, working with Ron Burkle, the **hospital**'s executive board finance chairman, to raise enough money to see the dream come true...

...portion of the profits to found the Righteous Persons Foundation, a grantmaking organization dedicated to **supporting** a flourishing future for the Jewish community by funding primarily national programs on Jewish youth

...

...environment, human services and education. His foundations include the Paul G. Allen Charitable Foundation, which **supports** community projects; the Paul G. Allen Foundation for Medical Research; the Allen Foundation for the Arts; the Experience Music Project Foundation, which **supports** arts and educational activities that complement his interactive music museum opening next year; the Paul...

...of \$55 million in 1998. "When I founded the foundations," Allen reflects, "I wanted to **support** organizations that were making a difference in the community. These days, that mission still holds that when something **like** that happens," Sherak notes, "as generous as you thought you might have been, it gives..."

...Rogers Fund, which does research in pulmonary disease. Both organizations have a long history of **supporting** Hollywood veterans. On the idea of philanthropy, Sherak observes, "I've always believed that it...

...contributed generously to the Motion Picture and Television Fund (MPTF) throughout his life. The

MPTF **supports** the Motion Picture and Television Home (MPTH), which, for the past 50 years, has served as a **hospital** and residential community for members of the entertainment industry. The MPTH also provides grants to

...

...notes Ken Scherer, CEO of the MPTF. "He gives his own money; he creates events **like** this golf tournament, which generates an additional half million dollars; and he's an active..."

...are having a tough time. The Motion Picture and Television Fund has a home and **hospital** that helps these people tremendously."

ANDREW SHOE

'I grew up in a family where [if...

15/6,K/13 (Item 6 from file: 16)  
DIALOG(R)File 16:(c) 2003 The Gale Group. All rts. reserv.

06127231 Supplier Number: 53863750 (USE FORMAT 7 FOR FULLTEXT)  
By asking its customers what they wanted and then giving it to them--giving it all to them--Griffin Hospital radically reformed its culture in a change- allergic industry.

Feb, 1999

Word Count: 5632

(USE FORMAT 7 FOR FULLTEXT)

...what they wanted and then giving it to them--giving it all to them--Griffin Hospital radically reformed its culture in a change-allergic industry.

TEXT:

Looking spiffy in a white jacket, Charlie is getting ready to perform rounds at Griffin **Hospital**. He's adhered to the basic standards expected of **hospital** staffers: he's freshly bathed; his teeth have been brushed. But Griffin is a bit...

A few obvious **questions** probably spring to mind. But let's just skip them for now, and instead simply note that Charlie is by no means the oddest thing you'll see at Griffin **Hospital**. In fact, it's hard to know where to begin or end, oddity-wise. The...

...you're in the middle of a business transaction. Imagine, then, what it would be **like** if the customers you were supposed to be delighting were widely considered the most inherently...

...on stealing market share away from you.

In other words, imagine you were a community **hospital**.

How, then, to explain the fact that at Griffin, which serves a mix of the...

...an astounding level in any industry, and one that's almost unheard of in the **hospital** business? Not coincidentally, Griffin has boosted admissions an average of 2% a year over the...

...of no fewer than seven fiercely competing hospitals, including the world-renowned Yale-New Haven **Hospital**.

Griffin's secret? A clear, three-step recipe that any organization can follow to similar...

...case, extreme common sense--that makes real change possible.

For nearly 80 years, nonprofit Griffin **Hospital** had been able to count on the steady patronage of the citizens of Derby, Conn...

...New York City, Hartford, and other faster-paced, more affluent locales. Factories closed, and companies **like** Tetley Tea and Pitney Bowes moved in. Over a period of four years, housing prices...

...to be cared for by Griffin's competitors. To find out why, Griffin commissioned a **survey** of local residents. More than a quarter of the respondents labeled Griffin a **hospital** "they would avoid." The reasons given: the medical staff was lacking, the facilities were shabby...

...leveled the harshest criticisms also noted they had never so much as driven by the **hospital**. "How did they know parking was a problem if they had never even been here?" asks Bill Powanda, vice-president of **support** services. "We realized the sort of effect that word of mouth was having." (Powanda's...

...once part of the maternity ward.)

In 1987, when Powanda was starting to ponder the **question** of how to counter the **hospital**'s bad rep, his father-in-law was admitted to Griffin with terminal stomach cancer...notes on their personal run-ins with the medical establishment. They reached an immediate consensus: **hospital** experiences were significantly more unpleasant than they ought to be. To figure out how Griffin...

...But Charmel, then a rangy, softspoken but direct 27-year-old who essentially ran the **hospital**'s day-to- day operations while CEO Bustelos focused on starting up a Griffin health...

...get them later, when they're old." The board gave in.

Griffin passed out detailed **questionnaires** to its obstetrics patients, as well as to new and expectant mothers who had chosen...

...their own parents in the birthing room, too. They wanted rooms that didn't look **like hospital** rooms. They wanted double beds, so their husbands--or whoever--could sleep next to them. They wanted Jacuzzis. They wanted big windows and skylights. They wanted fresh **flowers**. They wanted big, comfortable lounges where the family could gather. They wanted nurses who paid...

...customers wanted," says Powanda. "So we figured all we had to do was find a **hospital** that offered these things, and then just imitate it." Charmel had one of the female...

...to visit them. Then the team members gathered again to compare notes and select the **hospital** that would serve as their template for customer satisfaction. The winner was...nobody. "So we...

...to prioritize the wish list and winnow it down. After all, some of the ideas, **like** allowing children in delivery rooms, seemed goofy. Some, **like** skylights, seemed frivolous. Some, **like** Jacuzzis, seemed downright dangerous--since any obstetrician could tell you that bathing during labor carried a risk of infection. As for double-size **hospital** beds--well, they didn't even exist. And how was the **hospital** supposed to change the behavior of doctors and nurses, who tend to be fiercely protective...

...maternity unit opened in 1987. It had rooms where families could gather. It had fresh **flowers**. It had skylights. It had a Jacuzzi. (Research revealed that the concern over infection was...

...beds. It had birthing-helper classes for children and grandparents. And it had "primary-care **nursing**"--each patient was the responsibility of a single nurse who would make sure that all...

...the nurses get used to the extra demands of the wing, but they started to **like** them. Turnover among the **nursing** staff, always a problem at Griffin, started to drop. And the nurses were even taking...

...with a program that offers a free exam of mother and baby back at the **hospital** three days after discharge--or at the mom's own home, should a **hospital** return be inconvenient. Ninety-six percent of mothers were soon availing themselves of that examthey all seemed perfectly happy to drop back by the **hospital**.

Some of the obstetricians never did get used to the new order, however, and they...

...the difficulty in attracting good physicians to a tired, old- fashioned facility. But now the **hospital** found that top-notch obstetricians, including younger and female doctors often favored by expectant mothers...

...he threw it out to the executive team, in 1990.

"Can we build an entire **hospital** **like** this?" he asked.

Yes. They could.

As I stand at the edge of the Griffin **Hospital** parking lot, listening to the classical music being piped through nearby loudspeakers, someone approaches and...

...patient sees, as a general putter- at-ease. He often personally leads people into the **hospital** and then back to their car when they leave. He strikes up an easy conversation...

...good day.

No matter how much you've been warned that Griffin doesn't look **like** an ordinary **hospital**, or how carefully you've followed directions inside, or even if Landona has personally led...

...Powanda. "Being taken to your unit by a person is something you remember."

Throughout the **hospital**, corridors are generously trimmed in maple and nicely carpeted (special wheel bearings were brought in...).

...then make life- and-death decisions that somehow would be that much harder in a **hospital** room or hallway or lounge.

Everywhere you turn at Griffin you see similar unhospital- like touches-- touches that were mostly inspired by ideas solicited from Griffin's customers. But remaking the **hospital** at large to suit the needs and whims of its customers was a task on...

...it focused on maternity--that is, it had selected the easiest target, the one most **likely** to meet with success. After all, expectant mothers tend to be young, robust, and upbeat. They generally aren't actually ill, are in the **hospital** for only a few days, don't require extensive treatment, and tend to provide good revenues, relative to what they cost the **hospital**.

Providing an emotionally satisfying, minimally inconvenient experience to ...removed, or fighting for breath through failing lungs. Nevertheless, the Griffin team again prepared community **surveys** and focus groups to determine what it would take to make people in that age group **like a hospital**.

Again, the resulting wish list was staggering. They wanted nice furniture. They wanted kitchens. They...

...what was happening to them, medically speaking.

Again, Charmel said, Let's do it. The **hospital** was operating in a 60-year-old building that hadn't been renovated since 1969...

...new building. Why not design it to meet all these newly identified needs?

Extensive community- **hospital** building projects need approval from a state commission, and the commission literally laughed in Charmel...  
...it for no more than the average cost of adding on a similar-sized conventional **hospital** building--about \$145 a square foot. "To do this right, we had to go first..."

...played around with cardboard models, and finally built a full-scale mock-up of a **hospital** room in a warehouse across the street from the **hospital**. Hundreds of patients, staff members, technicians, builders, and board members paraded through the room, each...

...Charmel.

Charmel personally picked out furniture, favoring warm, semicontemporary wooden designs. He even selected the **hospital**'s trash cans. "I'm usually pretty hands-off with my staff," he says. "I..."

...with certain details." And with bargain hunting, too: after he had found the designs he **liked** and purchased one of each from area stores, he had them all stuffed into vans...

...expected nothing short of applause. But senior citizens sometimes frowned at the news. Under closer **questioning**, some of them--especially those who lived alone--confessed that for them, having a roommate was one of the few perks of a **hospital** stay. OK, asked the team, what if we had some double rooms for those who wanted them? More frowns--they didn't **like** the lack of privacy in double rooms. But didn't they just say they didn...

...The politics of double rooms can get kind of complicated," notes Charmel.

Impossible seemed more **like** it. No one could think of a way to design a double room that met...or both beds were in the flat position,

offering privacy. But if both patients felt like a little companionship, they could raise the heads of their beds, angling themselves forward enough ...

...other. Unfortunately, putting a window at both ends of the room was out of the question ; there would have to be a single window in only one patient's half of...

...wing has a central nurses' station, which typically means that some patients are located the hospital equivalent of a block away, which raises their anxiety. The solution: abolishing the central station...

...about the patients' needs."

Still, Charmel and the team wondered, could the very nature of nursing and doctoring--that is, the culture of medicine--be changed to suit patients?

When people say hospital environments can be highly infectious, they usually mean it in a bad way. Not in...

...A volunteer once fielded a call from a patient who had been rushed to the hospital on April 14: Would the volunteer mind getting the patient's tax forms from her...

...after battling back from a blood-platelet disorder. "The last time I was in a hospital , " he says, "I was five years old, and my parents couldn't see me until...

...football team, but I passed out at the sight of a needle," he says. But, like all Griffin patients, he was encouraged to look over his charts, was offered literature about...

...and doctors discussed where he stood now, what tests needed to be performed, what was likely to happen based on the test results, when he could expect to leave, and what...

...the public, which has medical books aimed at laypeople and computers linked to health- related Web sites. The medical library where doctors do their research is adjacent to the resource centerGriffin has brought a half dozen or so dogs like Charlie up to code to soak up patients' surplus affection.

Patients point out that they...

...took over, and brought him to where he needed to go. Every employee of this hospital is considered a caregiver, whether they're processing bills in accounting or cleaning labs."

Most...

...She didn't feel she had to ask my or anyone's permission, and I like that."

Charmel and the rest of his team refuse to stand still. Though its reputation...

...immediate community, Griffin is aiming for a national market by establishing niche services within the hospital . One of those is a comprehensive pain- and headache-treatment center, in which, among other...

...has even managed to construct an intensive-care unit that provides virtually all the same patient - wish -list items, including private rooms that are only slightly less hotel- like than the ordinary ones. To keep patients accessible to visitors without restricting doctors' ability to rush in for emergencies, for example, each...

...altogether.

Griffin's managers are also looking to boost revenues by turning some

of the **hospital**'s practices into products. Last year Griffin formally absorbed Planetree--a seminal-but-failing consultancy that promoted health-care ideas like those developed at Griffin--by acquiring its debts, and the **hospital** now plans to quickly implement Planetree's agenda. Michael Gaeta, a former alternative-health-care...

...photocopying--Gaeta has produced slick brochures and videos and is constantly leading delegations of visiting **hospital** staffers around Griffin. In the first six months after the acquisition, Gaeta signed up four...

COMPANY NAMES: Griffin Hospital

15/6, K/14 (Item 1 from file: 148)  
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15768403 SUPPLIER NUMBER: 94337081 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
The dynamics of the Dutch health care system--a discourse analysis (1).  
Sept, 2002  
WORD COUNT: 10355 LINE COUNT: 00885

... the market, business methods and management is not unique to any health care system. (4) Like other countries, Dutch society at large has experienced a process of economization in the last...the polder model in the health care sector, as much as elsewhere, sometimes looks more like an armistice than a happy marriage.

As noted, although the Dutch State is responsible for...such care with a budget to allow them to make choices about how they would like to be cared for.

In addition, it is a legislative requirement for individuals earning less...care the system provides (van Andel and Brinkman 1998, Boot 1998). Specifically, the number of **hospital** beds, medical doctors, and care facilities are strictly regulated. In addition, the government also dictates...where the state, the market or civil society vie for prominence. The market and market- like mechanisms have become more dominant in the last two decades. Rationalization, ...isolation of the other discourses in society. Markets differ significantly between each other; an "entrepreneurial" **hospital** that uses business methods is not the same as firms such as Royal Dutch Shell...for the actor to maneuver. Actors can translate a discourse to their own situation and wishes, but, again, not unlimitedly so (Grit 2000, Davis 2002, Dolfsma 2002). Patients" associations, for instance, can use economic discourse to argue for more autonomy for patients. Consumers...

...should thus have more freedom in choosing the products (the kind of health care) they like. This would imply that restrictions on the supply-side should be abandoned. The government may...our health care system. People working in an organization providing health care are motivated by values like benevolence and personal sacrifice. Health care organizations (should) show the same characteristics as communities. Parents...good care has something to do with a professional attitude. This attitude consists of elements like expertise, autonomy, collegiality and a patient orientation. A medical discourse implies care should only be...the care sector. The National Council for Public Health (RVZ 1996) started to promote the **hospital** as an enterprise, albeit working on a regulated market. The Council expected important improvements when...restrictions for mental health care. Such budgets can be requested if clients need care or support for at least three months. In 2001, more than 40, 000 people made use of a personal budget and the number of participants is likely to grow.

#### Managerialism

Managers and management principles have advanced rapidly in organizations of health care...not look for health care beyond their region (Brouwer et al. 2002). Patients may use web -sites that provide



pharmacies...both to identify eligible patients (by prescriptions filled) and collect data on emergency department and **hospital** visits made during the study period.

Patient Eligibility: Patients would be eligible if they: (1...and training to improve patient outcomes. Thirty-six Revco stores proximal to a major Indianapolis **hospital** contributing data to the INPC were divided into twelve clusters of three stores. The three...to our pharmaceutical care program (i.e., peak flow results, recent emergency department visit, recent **hospital** admission, data on breathing medications).

Because persons in the pharmaceutical program group were called monthly...We were fortunate in that CVS was enthusiastic about participating in the study, and remains **supportive** to date.

\* The CVS and Revco computer systems differed substantially. CVS lacked a centralized database...participating in the evaluation; and (4) they could page an on-call investigator with any **questions** about the project. Subjects were asked to sign and return an "opt-in" form indicating ...program. This strategy also was unsuccessful. Our final strategy was to offer pharmacists incentives (\$50 gift certificates each month) if they met or exceeded predefined levels of compliance (viewing data for...Thus, we provided a separate study computer that contained the patient-specific data. Advances in **web**-based applications (including firewalls) may now permit integration of such programs into the store computer...on our established relationship with CVS to conduct additional studies related to pharmaceutical care for **patients** with heart failure.

#### ACKNOWLEDGMENTS

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Kennie, N. R., B. G. Schuster, and T. R. Einarson...D. G. Perrier. 1991. "Levels of Pharmaceutical Care: A Needs-Based Approach." American Journal of **Hospital** Pharmacy 48 (3): 547-50.

Stroupe, K. T., D. Gaskins, and M. D. Murray. 1999...grant from the Agency for Healthcare Research in Quality (5 R01 HS09083). Dr. Weinberger was **supported** by the Health Services Research and Development Service, Department of Veterans Affairs, through a Research...University School of Medicine. Lisa E. Harris, M.D., is Chief of Medicine, Wishard Memorial **Hospital**; Associate Professor of Medicine, Indiana University School of Medicine; and Investigator, Regenstrief Institute for Health...

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DIALOG(R)File 148:(c)2003 The Gale Group. All rts. reserv.

14547322 SUPPLIER NUMBER: 85370347 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Dignity-conserving care: A new model for palliative care. (Perspectives on Care at the Close of Life).**

May 1, 2002

WORD COUNT: 7591 LINE COUNT: 00696

...ABSTRACT: ... are provided for doctors and nurses who want to provide dignity-conserving care, including specific **questions** they can ask patients.

... severe weakness of the left upper and lower extremities with an inability to bear weight, **likely** related to his brain metastasis. He recently discontinued steroids because of unpleasant adverse effects and... children. While he had a variety of jobs over the years, "none of which I **liked**," he worked most recently as a truck driver. His finances are "difficult," but he indicates...Our dignity has been maintained because of the care we have been receiving in the **hospital**. The staff has been marvelous. They have been helping us as much as they can...It is trying to preserve the person as they are; you know, the sensible things **like** keeping them clean, keeping them comfortable, but also enabling their way

of being, what made...As exemplified by the statements of Mr S, Mrs S, and Dr F, individuals are **likely** to ascribe their own unique meaning or importance to ...physical and psychosocial sources of influence. (15-17) The latter domains are variably described as "support of function and autonomy" and "patient and family satisfaction"; (15) "overall quality of life" and...

...However, without a careful examination of what satisfaction, psychological comfort, or feeling in control and **supported** means to the dying patient--and because of a paucity of intervention strategies that specifically...such, although further testing of the model will be required, it appears elastic enough to **support** its consideration for broad application among patients nearing death.

#### Illness-Related Concerns

Illness-related concerns...influenced by encroachments on one's personal environment during the course of receiving care or **support** (47); social **support**, the presence of an available and helpful community of friends, family, or health care providers...rooted in an acknowledgment of the inherent dignity of individuals, this example illustrates that the **question**, "what is death with dignity?" requires the important corollary, "according to whom?" (1-4,24...arranging main-floor access, appropriate medical accoutrements (eg, special bedding if required, commodes, braces, orthopedic **supports**), and sufficient home care and family respite **supports** can allow patients to remain at home ...a whole person with feelings, accomplishments, and passions independent of the illness experience. This is **supported** by Cassem's notion that dying ...they are. (60) It is no coincidence that patients who feel more appreciated are less **likely** to have considered euthanasia or physician-assisted suicide. (61) Ascribing importance to the things that...such meaning can derive from visits with loved ones, reviewing lifetime photographs or stories, bequeathing **gifts** to loved ones, or engaging in meaning-engendering projects (such as organizing photo albums, writing...control are paramount to the conservation of dignity. One basic strategy is to ensure that **patients** are involved in their care and treatment decisions, if they **wish**. Dr F indicated that when Mr S was first admitted, he was medicated because of...they would most want permanently recorded and ultimately remembered. Patients are asked a series of **questions**, based on the dignity model, which focus on things that they feel are most important...of comfort (Box).

Dignity psychotherapy interviews are transcribed and then edited so that they read **like** well-honed narratives. The "life manuscript" is returned to the patient, in most instances to...the other hand, you can see the whole person, that person's dignity is more **likely** to stay intact.

The social dignity inventory component of the model points to environmental or dying patients' perceptions of **support** are significantly related to psychological adjustment.(48-50,69) As such, measures that use the social **support** network--involving family, friends, health care providers, other **patients**, spiritual practitioners, and others--fall within the realm of dignity-conserving care. This must be balanced by each individual's **wish** or need for maintaining stricter privacy boundaries, with sensitivity toward both personal and social boundaries 61,64) When patients perceive that their illness is weighing heavily on their **support** network, or that death will continue to inflict a burden on those who will be proxy, make a will, or even--should they so **wish**--be involved in funeral planning.

Burden to others can be accentuated when **patients** perceive that their personhood or net worth has been reduced to their illness and its... being worthy of honor and esteem by those who care for them, dignity is more **likely** to be maintained. In turn, caregivers are imbued with the dignity rendered by their actions...

Factors/Subthemes	Dignity-Related Questions
Illness-Related Concerns	
Symptom distress	"How comfortable are you?"
Physical distress	"Is there ...happening to you?"
Medical uncertainty to know?"	"Is there anything further about your illness that you would like
Death anxiety	"Are you getting all the information you feel you need?"
	"Are there things about the later stages of your illness that you would like to discuss?"
Level of independence	
Independence	"Has your illness made you more dependent on others..."
Finding spiritual comfort	"Is there a religious or spiritual community that you are, or would like to be, connected with?"
Social Dignity Inventory	
Privacy boundaries	"What about your privacy or your body is important to you?"
Social support distress	"Who are the people that are most important to you?" "Who is your closest confidante..."
	Vigilance to symptom management
	Frequent assessment
	Application of comfort care
Psychological distress	Assume a <b>supportive</b> stance
	Empathetic listening
	Referral to counseling
Medical uncertainty	
Generativity/legacy	Upon request, provide accurate, understandable information and... Life project (eg, making audio/video tapes, writing letters, journaling) Dignity psychotherapy
Acceptance Privacy boundaries	<b>Support</b> the patient in his/ ... Ask permission to examine patient Proper draping to safeguard and respect privacy
Social support	Liberal policies about visitation, rooming in Enlist involvement of a wide <b>support</b> network
Care tenor	Treat the patient as worthy of honor, esteem, and respect; adopt a...

...of affairs,

preparation of an advanced directive,  
making a will, funeral planning

Box. Dignity Psychotherapy **Question Protocol**  
Can you tell me a little about your life history, particularly those  
parts that...daughter, husband, wife, parents, other(s))?

Are there words or perhaps even instructions you would **like** to  
offer your family, in order to provide them with comfort or solace?

In creating this permanent record, are there other things that you  
would **like** included?

Acknowledgment: I am grateful to the **patient**, his wife, and his  
physician for their willingness to share their story. I **wish** to  
acknowledge my research team: Tom Hack, PhD, Linda Kristjanson, PhD, Susan  
McClement, PhD, Mike...S. Viola R, Paterson J, Jarvis V. Sedation for  
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(61.) ...at the Close of Life Section Editor: Margaret A. Winker,  
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...America, and the American Foundation for Suicide Prevention.

Other Resources: For a list of relevant **Web** sites, see the *JAMA*  
**Web** site at <http://jama.ama-assn.org/issues/v287n17/abs/jel10003.html>.

15/6, K/17 (Item 4 from file: 148)

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14173136 SUPPLIER NUMBER: 81223268 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
Negotiating Cross-Cultural Issues at the End of Life: "You Got to Go Where  
He Lives". (Perspectives on Care at the Close of Life).

Dec 19, 2001

WORD COUNT: 8621 LINE COUNT: 00818

...AUTHOR ABSTRACT: beliefs, values, and practices. Skilled use of  
cross-cultural understanding and communication techniques increases the  
**likelihood** that both the process and outcomes of care are satisfactory for  
all involved.

... treatment, the disease metastasized to the liver, brain, and bones.  
During a final 10-day **hospital** stay she continued to undergo radiation  
treatment. Still hospitalized while hospice was being considered, she...

...including at the end of life. Without concerted attention to resolve  
cultural differences, disparities are **likely** to increase. (2)

Culture is an important part of the context within which people  
(including...mutually acceptable goals. (2, 10, 11) In the end, addressing

and respecting cultural differences will **likely** increase trust, leading to better clinical outcomes and more satisfactory care for patients and their...

...group. Cultures are not monolithic, and a range of potential responses to each issue is **likely** to occur in every ethnic group. Careful examination of within-group variations, such as those...

...degree of ethnic homogeneity, social context, and individual acculturation. (13) References and the list of **Web** sites at the JAMA **Web** site (<http://jama.amaassn.org/issues/v286n23/abs/jell0001.html>) provide more nuanced variations and...

...or refuse life-prolonging medical care. Advance care directives (ACDs) are meant to ensure that **patients' wishes** concerning end-of-life care are enforced, even when they are no longer able to...

...even though they are above (it)--they've moved away from it. That helps, but **like** I said, as long as I know he's qualified, it would make a difference...

...of the country and across practice settings have shown that African American patients are more **likely** to want aggressive medical care at the end of life (9) and are less **likely** to have DNR orders or ACDs than European American patients. (19-23) For example, one...

...of elderly outpatients in North Carolina found that African Americans were almost 3 times as **likely** as white patients to want more treatment (42% vs 15%), a choice that did not vary with education level. (24) Similarly, African American outpatients in Miami were more **likely** to want life-prolonging therapy than white patients (37% vs 14%). (7) McKinley et al...

...ACDs). Morrison et al (24) also found that Hispanic and African American patients were less **likely** to have appointed a health care proxy than white patients (20% and 31% vs 46...).

...completion after controlling for knowledge, age, availability of a health care proxy, experience with life **support**, and attitudes toward family involvement. (24) Although African Americans represent 12.3% of the US exists to **support** the contention that African Americans are less **likely** than white patients to trust the motivations of physicians who discuss end-of-life care...

...In the Miami study, Caralis et al (19) found that African American patients were more **likely** to feel that they would be treated differently and receive lower-quality treatment if they...

...an ACD. Other studies have also suggested that mistrust acts as a barrier to organ **donation**, (26) and as a reason not to participate in medical research. (27) In the Los Angeles study mentioned above, African American elderly persons were more **likely** than other groups to want life **support** under various conditions (for example, 27% wanted CPR in the event of a coma with...).

...Korean Americans) (20) Postsurvey interviews to probe the reason behind the increased desire for life **support** uncovered the belief that economic motivations were behind clinicians' decisions to remove life **support**. Several subjects cited personal experience with relatives prematurely removed from life **support**, or not placed on it, including one woman whose son died of acquired immunodeficiency syndrome. He was not placed on life **support** and her conclusion was, "They figured out, or assumed, that I didn't have money..."

...40) In the Study to Understand Prognoses and Preference for Outcomes and Risks of Treatment ( **SUPPORT** ) (23) African Americans were among those most **likely** to want to discuss preferences for CPR, but not to have done so

(odds ratio, 1.53; 95% confidence interval, 1.11-2.11). A 1986 telephone survey found that African American patients were more likely than European American patients to report that their physician did not sufficiently explain test results...

...and treatments. (41) A more recent study (42) found that African American patients were less likely than European Americans to feel that their physicians included them in decision making. This wasParticipants cited this belief as a reason for trying life support. Similarly, Koenig and GatesWilliams (46) describe an African American woman with advanced pancreatic cancer who...

...is redemptive. It is to be endured, rather than avoided. In this setting, forgoing life support in order to avoid pain and suffering might be seen as failing a test...

...faith. Denial of death and a willingness to undergo potentially painful and/or futile life support may in fact be part of an "ethic of struggle." (28) This ethic of struggle...

...health care, truth telling about diagnosis, and especially about the prognosis of potentially fatal illnesses like cancer, is not the norm in much of the world. (47, 48) In Italy, (49)...

...the patient is "protected" from bad news by physicians and family. In a Greek population survey, (48) only a third of the respondents believed that patients should be told of a terminal illness. Older respondents and those with less education were less likely to favor truth telling. (53) Patients who have emigrated from countries where truth telling is...

...truth. It also includes the problem of how to tell and to whom. Even a patient who does not want direct disclosure may wish to know the truth through other means: indirectly, euphemistically, "delicately" (as Ms Z puts it...)

...to into a position of embarrassment or loss of honor by directly posing potentially sensitive questions. "Face," in the Asian sense, is the preservation of family and community honor more so...the family's realistic fears, respects the need for indirect discussion, and implicitly invites further questions. Apparently tangential statements by the patient or family may be indirect questions, and indicate the desire for more information. How the questions are answered requires sensitivity and skill to gauge the degree of information sought. Direct confrontation...

...they may not pursue their inquiry. On the other hand, they may appreciate bringing the questions to light. Responses, therefore, may be indirect or couched as hypothetical, according to the capacity...  
...of African American subjects). Korean American (57%) and Mexican American (45%) elderly individuals were more likely than European Americans (20%) or African Americans (24%) to believe that the family should be...

...a matter of relative emphasis. Family involvement in decision making occurs in all cultures. The question is: do family members support the patient by encouraging him or her to make choices, or do they express their ...

...lot of the resistance comes from admitting that the patient is dying. Or it feels like a failure of the medical system. I think one of the reasons that Asians are resistant to hospice is that it feels like a failure on the part of the caretaker ... to take care. It seems almost like giving up or admitting that the caretakers can no longer take care of their own...

...for this.

Filial piety is the expectation that children will care for their parents without **question** in gratitude for their parent's caring and sacrifices, and infuses all aspects of a...

...point, it may be that broaching the topic of hospice, even with acculturated Asian Americans **like** Ms Z and her sister, challenges the value of filial piety and discussion must be...in form from any other ethnic group, since members of most cultural groups would **like** to be able to care for their loved ones at home. For Chinese, Japanese, and...

...When the physician and patient are from different cultural backgrounds, the physician needs to ask **questions** that respectfully acknowledge these differences and build the trust necessary for the patient to confide...

...prognostic information, delegation of decision-making power to the family, and increased desire for life **support**. Many other important areas, including end-of-life customs or religious rituals that give meaning ...

...more culturally and linguistically accessible.

Institutions such as hospitals, home care and hospice agencies, and **nursing** homes must take responsibility for facilitating culturally competent care. This includes knowing the groups that...

...training health care

workers (at all levels) who are members of the ethnic group in **question** or knowledgeable about them, and who have credibility within these communities, may assist greatly in...

...invitation enables the growth that is the hallmark of cross-cultural communication skills. (56)

**Funding/ Support** : The Perspectives on Care at the close of Life section is made possible by a grant from the Robert Wood Johnson Foundation.

Other Resources: For a list of relevant **Web** sites and telephone translation services, see the JAMA **Web** site at <http://jama.ama-assn.org/issues/v286n23/abs/jel10001.html>.

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Truth telling

Anger, mistrust, or even removal of **patient** from health care system if team insists on informing the **patient** against the **wishes** of the family

Hopelessness  
in the patient  
if he or she  
misunderstands your  
reason for telling  
him or her directly

Family

Disagreement...

...is important

for us to know about  
your faith or  
spiritual needs?"  
"How can we **support** your  
needs and practices?"  
"Where do you find your  
strength to make sense of  
this...

...especially those relating to the  
meaning of death, the afterlife,  
the possibility of miracles?

Context

**Questions** about the historical and  
political context of their lives,  
including place of birth, refugee  
or...translators, health care workers  
from the same community,  
community or religious leaders,  
and family members?

#### **Questions and Strategies**

Attitudes of patients Educate yourself about attitudes  
and families common to the ethnic...

...strategies

addressing the religious concerns  
of individuals and families. For  
general information, see list of  
**Web** resources at: <http://jama.ama-assn.org/issues/v28n23/abs/jel10001.html>.

Context

Religious and...

...Environment

Identify religious and community  
organizations associated with the  
ethnic groups common in your  
practice ( **hospital** social worker  
and chaplains may be able to help  
you in this effort). See list...

15/6, K/18 (Item 5 from file: 148)  
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14167598 SUPPLIER NUMBER: 81148692 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
Travelers' intercom. (Readers' opinions, tips & recommendations).

Jan, 2002

WORD COUNT: 13395 LINE COUNT: 00968

... of the Pickwick Hotel in Ayr, Scotland, let us use his computer to  
access the **Internet** and notify our families that we were okay.

Ireland had a complete day of mourning...

...grown to prefer foreign airlines whenever flying outside of the USA, and this choice further **supported** that view. We flew in business class at a very reasonable fare as compared to...Getting back to my November '01 trip, again American had a tempting offer on the **Internet** -- a one-day sale of \$351 plus tax -- and with a bed available to me...

...big exception to this.) So try Sweden sometime in off-season. I think you'll **like** it, and you should **like** the prices. My three trips there this year cost me no more than one trip...I found this hard to believe since I had checked the German news on the **Internet** and it did indeed confirm that pilots were striking; also, my friends in Austria said...a member of three professional organizations and claims to "honor their codes of conduct and **support** their standards of consumer protection."

When I **questioned** the proposed settlement and offered to have my dispute mediated by one of these organizations...and, most interesting, costumes from different parts of the country. There also is a large **gift** shop.

We made another stop at the home of the great Romanian composer George Enescu...the other seven in our group were scheduled to work with abandoned children in a **hospital** in Tutova, about five miles from Birlad.

Our home for two weeks was the only...

...the way of Islam nor of the Tunisian/Arab people.

We were made to feel **like** honored guests in this beautiful place. Most of all, we were made to feel that...Oct. 24, at the Tunis Airport I was given a sheet of paper with five **questions** written in French and asked to sign it. No one seemed to care if I...

...two days to get there by "A" roads, rather than the "M" roads, which are **like** our interstates.

We also intended to stop at antique shops en route. The first shop...that I was walking and seeing something that few people would ever see. It looked **like** there was an ocean off in the distance but it was all just ice!

When...with flags and then the actual South Pole, marked by a brass rod that looks **like** a large golf tee! After some picture taking, we went back to the plane.

At...

...it!

Remember, it's the experience of a lifetime. You'll never do anything else **like** it!

STEVE TURNER Portland, OR

Took watercolor classes in England and Scotland My "Person to... universities. Some of these are included in the offerings of the Summer Academy (on the **Internet**), but some are not.

I contacted the University of St. Andrews directly to enroll in...

...cost was (pounds sterling)39 per night, or (pounds sterling)44 if meals were included.

FLOWER HUND Warrensburg, MO

Learning Italian in Poppi Each spring for the last three years we... Highlights of the trip were the beautiful monasteries; wandering through the old sections of cities **like** Plovdiv, Koprivshtitsa and Kotel; the; very picturesque Black Sea village of Nesebur; the drive through...  
...food.

Mike offers chauffeured excursions in Bulgaria. He was very accommodating of our interests and **wishes** and found us several marvelous folklore concerts, helped us buy some folk instruments, and was extremely **patient** in stopping whenever we wanted to photograph something.

Our only disappointment was not being able...

15/6, K/19 (Item 6 from file: 148)  
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13530438 SUPPLIER NUMBER: 75578889 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Psychological Considerations, Growth, and Transcendence at the End of Life. (Perspectives on Care at the Close of Life)**  
June 13, 2001  
WORD COUNT: 7770 LINE COUNT: 00707

... to engage with the patient and family in addressing these distinct domains. In addition to **supporting** growth of patients and their caregivers, physicians need to recognize the impact of psychiatric disorders...

...spiritual challenges. Personal coping responses may fall anywhere on a continuum, ranging from the exceptional ( **like** Mr N's), to the adaptive (most typical), to the dysfunctional. From an "extraordinary case" **like** Mr N, clinicians can come to appreciate the opportunities inherent in the dying process-possibilities...

...brings to the illness experience. (1,2) Core domains of a psychosocial assessment and screening **questions** for each domain appear in TABLE 1. Systematic assessment of these domains allows the clinician to **support** good coping, identify persons at risk of experiencing unusual difficulties, and proactively attend to vulnerabilities...

...as a random cellular derangement and does not ascribe meanings to his illness that are **likely** to have adverse psychological consequences (eg, punishment, retaliation). He has coped with loss effectively in...

...his physician to focus on growth that might be achieved in the dying process. Nonetheless, **like** all patients with a life-threatening illness, Mr N confronts several emotional challenges.

Grief and...patient cope, it need not be addressed, but when it is causing problems or is **likely** to lead to them, the physician may need to challenge the patient's denial to...any appreciation of living today and in the future. Mr N's ability to feel **like** himself, even in the face of his illness, both reflects and enables his good coping.

Like Mr N, many dying patients strive to be valued in the present, and are gratified...

...be his or her "best self," thereby maintaining a sense of personal integrity and value. **Questions** designed to elicit patient reflection on these issues are presented in TABLE 3, part A...

...the family to consider saying explicit goodbyes, further strengthening connections at the end of life. **Questions** to open such explorations are presented in Table 3, part B.

Mr N's experience...

...physicians listened to their needs and opinions about the patient's illness were significantly less **likely** to be depressed and to report that caregiving compromised their personal lives. Regrettably, physicians often ...

...the meaning you make of the suffering that counts.

Legacy and Leave-Taking. Patients frequently **question** whether they have accomplished something worthwhile, and what kind of legacy they will leave. (94...

...the physician often must gently raise these issues, explore patient resistance to addressing them, and **support** risk-taking.

Transcendence. MR N: I know that as with everything else there is

creation...

...95) Many patients find this sense of meaning and transcendence within a religious context. Others, like Mr N, experience a broader humanistic or spiritual connection with the human condition.

The physician can help focus these issues by asking **questions** such as: "How do you understand what is happening to you?" "What ...future.

Preparing for death also often entails a patient's desire to understand what is **likely** to happen as death approaches, as well as the ability to speak frankly with his...

...her physician about prognosis. (87) Mr N's calm acceptance of what is ahead has **likely** been shaped by the relatively comforting images his physicians have offered him about what dying will be **like**.

MR N: According to my doctors, if it's the pancreatic cancer that does me...

...reduces anxiety about what lies ahead. (99)

#### REWARDS FOR THE PHYSICIAN

DR S: I really **like** seeing him because no matter how distraught I am about that particular day or feeling overwhelmed. ... I feel so much better after each visit with him. It's almost **like** he's a doctor to me. Caring for the dying is emotionally trying, challenging the...

...of the experience offers deeper understanding about the nature of life, an appreciation of the **gifts** of being alive, and constantly renewed inspiration and hopefulness about human resilience.

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Corresponding Author and Reprints: Susan D. Block, MD, Department of Adult Psychosocial Oncology, Dana-Farber Cancer Institute and Brigham and Women's **Hospital**, Harvard Medical School, 44 Binney St, Boston, MA 02115 (e-mail: [sblock@partners.org](mailto:sblock@partners.org)).

Perspectives...at the Close of Life Section Editor: Margaret A. Winker, MD, Deputy Editor, JAMA.

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...Nathan Cummings Foundation, and the National Cancer Institute.

Other Resources: For a list of relevant **Web** sites, see the JAMA **Web** site at <http://jama.ama-assn.org/issues/v285n22/abs/jel00004.html>.

Acknowledgment: I appreciate...

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**Psychosocial and Spiritual Assessment  
of the Patient With a Life-Threatening  
Illness: Sample Screening Questions**

**Psychosocial  
Assessment**

**Domain**

**Screening Questions**

Meaning of illness (3) "How have you made sense of why  
this is happening to..."

...the past? What have been the

major challenges you have confronted  
in your life?"

**Social support  
network (6,7)**

"Who are the important people in your  
life now? On whom do..."

...and signs      Somatic distress, sleep and appetite  
disturbances, decreased concentration,  
social withdrawal, sighing

Other differentiating  
symptoms  
and signs

Patient retains capacity for pleasure  
Comes in waves  
Passive wishes for death to come quickly  
Able to look forward to the future

Treatment

Patients usually cope with distress on  
their own  
Encouraging patient to speak openly  
about grief is helpful  
Support groups useful for some patients

Issue  
Definition

Depression  
Depressed mood, decreased interest and  
pleasure, appetite...projected  
lifespan since these medicines can  
take 4-6 wk to take effect (34)

Useful Questions for Clinicians

A. Mobilizing patients' coping strengths and inner resources  
"What will help you feel..."

...presence in the lives of people you love after you are gone?"

"How would you like to say goodbye to the people who have been  
important to you?"

Box. Common Psychiatric...

...efficacy of combined interventions in this patient population, most  
experts recommend an approach that combines **supportive** psychotherapy,  
patient and family education, and stimulants and/or antidepressants (Table  
2). (34,52)

Anxiety...

...by direct exploration: "What are you afraid of? What do you imagine  
dying will be like? Where do these worries come from?" Ongoing  
exploration and **support** are the core elements of treatment. Persistently  
high levels of anxiety often respond to low...Comprehensive end-of-life  
care is best provided by an interdisciplinary team that includes medical,  
**nursing**, psychosocial, and spiritual expertise, because patients and their  
families have a broad array of needs and no single clinician is **likely** to  
be able to meet all of them. However, patients with persistent pain,  
unusually intense...

**and Other Services. (Perspectives on Care at the Close of Life)**

Feb 21, 2001

WORD COUNT: 7966 LINE COUNT: 00665

... SOON AND THEIR FAMILIES may benefit from the services provided by hospice care. However, many **patients** may not be ready to embrace all aspects of hospice care: they may **wish** to continue some forms of curative treatment, they may not be ready to conclude that...

...M has endured much and yet has forged a life he considers worthwhile. He will **likely** live a while longer, with worsening disability, increasingly impaired cognition, and greater dependence on others...

...just a longer life; they want the end of life to be meaningful, comfortable, and **supportive** to loved ones. When living longer becomes less important to the patient, forgoing life-sustaining...care. (1-3)

Third, the patient, family, and care team have to plan ahead for **likely** emergencies. Planning in advance should prevent emergency hospitalizations, resuscitations, or frantic responses to death at home. Since this couple has no legal status and Mr M will **likely** have periods of diminished mental clarity before death, he should consider granting Ms L a...

...and family to acknowledge the reality of impending death.

**Family Concerns**

Ms L: At the **hospital** they take very good care of him. But the idea is that when he comes...

...difficult death of a friend's father, noting that "it reminds us that successful dying, **like** successful child-rearing, depends on family." (6) In contrast to the gratification some people articulate...

...overwhelming to balance managing the home, providing hands-on care, raising a child, working, and **supporting** her partner. A hospice or palliative care program could provide respite care, counseling, financial advice...

...the onset of serious illness through death has a substantial advantage in advance planning, family **support**, and in shaping services to real needs and priorities. Mr M's primary care physician has undertaken this role. Most health care, though, is increasingly fragmented. While hospitalists and **hospital**-based palliative care teams will improve some aspects of care, very sick patients cannot readily...

...make you think, "This is why I went into medicine. This is what it feels **like** to be a doctor." The whole process is very rewarding.

Challenges in End-of-Life...connect patients with services that are often unfamiliar to physicians (eg, home care, hospice programs, **nursing** homes, and palliative care units). Just as specialists help deliver other state-of-the-art...

...16)

Hospice programs aim to serve patients where they live, whether at home or in **nursing** facilities. The hospice interdisciplinary team includes at least a physician, nurse, and social worker, and...

...die in hospitals, only rarely do hospice patients die there. (13) Hospice providers have been **supportive** of discontinuing life-sustaining treatments and of providing terminal sedation, but in my experience, hospice...

...Medicare covers prescription drugs, oxygen, aides, volunteer and respite companions, spiritual counseling, advance planning, and **support** and bereavement resources for family. (17)

Anyone involved with a potential hospice patient--physician, family

...  
...a "virtually certain to die in 6 months" criterion, while many would meet a "more **likely** than not" standard.

In 1996, in an effort to assist clinicians and regulators in determining...

...as patients might qualify, so that they and their families might benefit from timely, comprehensive **supportive** services. They should be informed that if the prognosis brightens after enrollment, the hospice might...

...generally does not save money, hospice programs do focus more substantially on medications and personal **support** than on **hospital** services, and this probably serves patients better. As hospice use has expanded, the average length...

...services. Thus, short stays also threaten hospice programs' financial viability. (24)

Most people's lives, like Mr M's, have a variety of potentially conflicting priorities--wanting both more life and...more attuned to sensitivities, and a set of services better fitted to their needs, including **supporting** hope for prolonged survival.

Hospice programs are often reluctant to implement treatments other than symptom...

...a rate of about \$100 per patient per day. (27,28) Some raise enough charitable **donations** and enroll enough lowcost patients to operate with rather inconsequential restrictions. Others will not enroll...

...can be complex. Currently, hospice offers Mr M his only way to get comprehensive, coordinated, **supportive** services at home. Hospice finds the nurses and aides, provides in-home assessment of problems...

...found offensive should not be their only option.

One alternative might be to use a **nursing** facility or an inpatient hospice at the end of his life. Even if purchased privately...

...the national average for inpatient long-term care is approximately \$42000 per year. (30) Most **likely**, Medicaid would pay for **nursing** home care. Although giving up the comfort of home, the couple would be relieved of the considerable burden of dealing with attendants. **Nursing** home residence, if available, is sometimes quite helpful, either for a few days of respite...group particularly needs continuity, advance care planning, reliability across multiple provider organizations, family and caregiver **support**, spiritual counsel, symptom control, and other elements of palliative care. President Clinton's Patients' Bill...

...dying mainly of chronic organ system failures tend to follow a second trajectory. With conditions like heart failure, obstructive lung disease, and cirrhosis, patients usually are quite ill for many months...

...advance care planning occurring alongside emergency medical services, dyspnea relief alongside pacemaker placement, and family **support** alongside resuscitation. (34,35)

The increasing numbers of persons with progressive disability follow a third...

...that serve the very sick-- whether hospitals, physician groups, hospice or home care teams, or **nursing** facilities--can make major improvements in their own practices, (39,40) including enhanced performance in...

...hospice, even though they could live for many months and might still benefit from certain **hospital** -based treatments.

Quality improvement teams working on end-of-life care have found that comprehensive...a 6-month prognosis), building continuity and reliability into provider arrangements that cross settings (home, hospital, nursing home), and providing payments in a way that allows substantial flexibility to providers of front...

...RAND, 1200 S Hayes St, Arlington, VA 22202-5050 (e-mail: Jlynn@medicaring.org).

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Other Resources: For a list of relevant Web sites and other resources, see the JAMA Web site at <http://jama.ama-assn.org/issues/v28n7/abs/je100002.html>.

Acknowledgment: Work in...

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...inpatient hospitalizations over the prior 6 months

3. For homebound patients receiving home health services, nursing assessment may document decline

4. For patients who do not qualify under 1, 2, or...

15/6, K/21 (Item 8 from file: 148)

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10561947 SUPPLIER NUMBER: 21219436 (USE FORMAT 7 OR 9 FOR FULL TEXT)

Easy ways to make every patient feel special.

Sept 21, 1998

WORD COUNT: 1258 LINE COUNT: 00100

... vague "We're having trouble seeing twin B, and you have to get to the hospital ." I had to ask if it was the heartbeat he was having trouble "seeing."

Hours later, a consultant and a radiologist reviewed twin A's ultrasound in my hospital room while my husband (who's not a physician) was with me. One doctor asked...

...interesting, valuable people I am privileged to serve. Through my patients, I've received handmade **gifts** for my children, clothing from overseas, a CD with a patient's original music, and...

...something to take home. Don't limit your handouts to printed materials. Refer patients to **support** groups or health classes, and let them know about **Internet** resources.

I've begun searching the **Internet** for medically sound information on patients' health concerns. In five to 10 minutes, I can...

...their own to find dangerous quackery on the Net.

I've also referred patients to **support** groups for a wide range of concerns: substance abuse, homosexuality, obesity, eating disorders, pregnancy loss...

...a follow-up visit, she was anxious about having blood drawn, since phlebotomists at the **hospital** had had difficulty finding her veins. The doctor joked, "Don't worry, we can always..."

...with them and not at them, a good sense of humor can be therapeutic. Our **hospital** even has a humor therapy program!

Include family or friends in discussions. They can privately...

...in helping him make necessary health-promoting changes.

Consider calling a family conference at the **hospital** if you have a particularly challenging or critical patient, and include key specialists involved in...

...Dilemmas that might warrant such a meeting include disruptive adolescent or geriatric behavior, decisions on **nursing** -home placement, or end-of-life issues.

You can engage all participants by making eye contact, asking for their input, soliciting their **questions**, and verifying that they understand what you've said.

Be direct when communicating bad news...

...face to face as soon as possible. Avoid ambiguous terms or clinical jargon. This confuses **patients** - and may alienate them if they think you're unable to deal with difficult circumstances.

I wish someone had talked to me in a more straightforward but sympathetic way about my unborn...or her to do it. But it's still my responsibility to be available for **support** and coordination of care afterward.

Don't withdraw when patients face frightening problems. That leaves them adrift, bereft of both knowledge and **support**. Even when consultants are primarily responsible for a patient's care, I keep in touch...

15/6, K/22 (Item 9 from file: 148)  
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10371533 SUPPLIER NUMBER: 20929868 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
Allocating organ transplant services: what can be learned from the United States experience?

Summer, 1998

WORD COUNT: 7492 LINE COUNT: 00631

... procedures are eventually performed.

In terms of training and medical advances, the United States most **likely** has the best health care in the world. It is also a leader in health...

...play a major role in resource allocation. The uninsured are 29 to 75 percent less **likely** to receive high-cost inpatient procedure and are treated less aggressively (Hadley et al. 1991). Further, 73 percent of

surveyed physicians in the United States thought patients' inability to afford treatment is a serious problem...are not performed at the optimum level due to significant shortages of the organs in question. The extent of the shortages can be startling. In the United States, approximately 10,000...the poor (Swerdlow and Cate 1994), since the poor can donate organs but will most likely not be able to afford organ transplants.

Although HCFA estimated that a kidney transplant pays...  
...procurement and allocations. Present law in the United States exacerbates the tendency to procrastinate organ donations by assuming that any given person wishes not to donate upon death unless that person indicates otherwise. Moreover, next of kin must approve patients' wishes on donor cards since physicians and hospitals fear professional criticism and lawsuits if organs are procured against the wishes of the kin even if the potential donor is card-holding (Swerdlow and Cate 1994...).

...themselves are barriers to the utilization and financing of organ transplantation and create disincentives in donation and financing transplantation-related services. In an assessment of the current decision system for new technologies, Steiner et al. (1996) found that in 96 percent of the health plans surveyed in the United States, the medical director takes part in policies for new technologies. Moreover...

...of technology assessments and risk averse medical directives can reduce the incentives to encourage organ donations or the utilization of organ transplantations.

In order to alleviate organ shortages within the current...

...presumed consent and financial incentives. For routine inquiry, competent adults are asked permission for the donation of organs. Individuals would be required to state their preference regarding donation when they renew driver's licenses, file income tax, or submit other documents mandated by...

...the donor.

Presumed consent is where the deceased person is presumed to have consented to donation, unless explicitly stating otherwise. This method is in force in several European countries although success...

...showed that only 60 percent of Americans would donate their own organs and 39 percent supported presumed consent. The main criticism is that presumed consent may well be incorrect roughly 50...

...thus disrespecting the wishes of the donor.

Financial incentives are another alternative for increased organ donations (Peters 1991). Here, reimbursements for donations can be made in the form of direct cash to the donor's family, assistance in expenses, a donation to the donor's chosen charity or a tax deduction to survivors of the donor...

...agree to donate organs and a state agency provides financial compensation at the time of donation to the survivors of the donor (Council of Ethical and Judicial Affairs 1993). In U...

...et al. 1991), where those in greater financial need feel compelled to donate organs to support their survivors while having little chance at receiving organs themselves. Further, it is estimated that...

...59 to 83 percent of health care providers were uncomfortable with offering incentives to encourage donation (Altshuler and Evanisko 1992). Therefore, these incentives may only serve to enhance inequities in the...

...organ procurement. The beliefs of proprietorship of organs and the capacity to provide consent for donation are culturally constructed. For example, when a donation is pledged, a determination must be made as to

whether ...scenarios. Cost-effectiveness analyses verify the feasibility of many types of organ transplantation, but ethical **questions** still raise complications in the delivery of such health services.

Fetal tissue transplantation exemplifies the...

...such as Parkinsonism and Alzheimer's disease. However, the use of human tissue raises ethical **questions** about its source and how it is obtained. If the fetal tissue is obtained through...

...50 percent of liver diseases are self-inflicted by alcoholism (Corely and Sneed 1994), a **survey** of the 14 most active liver transplant centers indicates a general acceptance of alcoholics as...

...thus resulting in the felon receiving a rudimentary decent minimum of care that would most **likely** not include organ transplants (Schneiderman and Jecker 1996). Although the felon may not easily be...

...supply of organs. Efficiency can be increased by 80 percent by increasing awareness of the **donation** process and increasing development of state legislation of increase the knowledge of the **donation** process with a focus on family consent to **donation** (Alshulter and Evanisko 1992). This would increase the availability of information concerning donors' rights, ...greater supply of transplantable body parts would result, since the state and kin would respect **donation** wishes or disposition needs (Swerdlow and Cate 1994). A legal determination as to who owns...share of the health care resources.

For both countries, ethically based methods to increase organ **donation** and transplantation will encourage the **donation** of organs by promoting the rights of both the donors and recipients. As both the...

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15/6, K/23 (Item 10 from file: 148)  
DIALOG(R) File 148: (c) 2003 The Gale Group. All rts. reserv.

09193508 SUPPLIER NUMBER: 18994043 (USE FORMAT 7 OR 9 FOR FULL TEXT)  
**Euthanasia's home: what the Dutch experience can teach Americans about assisted suicide.**

Jan 13, 1997

WORD COUNT: 2385 LINE COUNT: 00185

... number) until he gave up his family practice a few years ago. Sometimes, he brought **flowers**. Sometimes, his patient gave him a bottle of wine and they toasted death together. Often...

...Supreme Court. They found a compassionate system where patients can speak honestly about dying to **supportive** doctors **like** Cohen. Critics have also come, **like** psychiatrist Herbert Hendin. In his new book, *Seduced By Death*, he describes a system in...

...is also based on consensus. Ethicist Evert Van Leeuwen thinks that a right to die **like** the one under review by the U.S. Supreme Court would undermine the trust among...

...percent of the patients who request help in dying actually get it, notes a government **survey**. Unlike what might be expected in America, however, the other 63 percent do not respond...

...nine percent of the Dutch have health insurance, which provides access to comprehensive care, including **nursing** homes. In the United States, by contrast, 40 million, about 15 percent of the population die. No wonder. In the United States, hospitalization and **nursing** home costs can impoverish. The Dutch face virtually no out-of-pocket expenses at the...

...van der Velden, 54, was paralyzed by a cerebral hemorrhage. They live at the Rosendael **Nursing** Home and see euthanasia as a choice, not something that will be forced on them...

...bone cancer asked for euthanasia, Dr. Gerrit Kimsma realized the man was lonely and lacked **support** from his family. The doctor called a meeting of the man's children and friends...

...The Dutch do not even count them as euthanasia. In 79 percent of them, the **patient** was in a coma or unable to express a **wish**. And 52 percent of the time, the doctor claimed to know about the dying person's **wish** from talking with the **patient**. To critics, all 900 cases demonstrate that once a doctor has authority to end life...

...s cancer pain that could not be controlled by other doctors, Zylicz turned to the **Internet**. A doctor in South Korea proposed an effective strategy. "Here, they take away your fear...there is a Christian duty to limit it as much as possible."

"Passports." Some opponents, **like** members of the Dutch **Patients'** Association, fear involuntary euthanasia. They carry anti-euthanasia

"passports" to tell health care workers that they wish to live in case of emergency. But many thousands more carry pro-euthanasia passports issued...

...care is uncertain, doctors are viewed with distrust, and societal consensus is elusive--the problems likely would be even worse.

15/6,K/24 (Item 1 from file: 20)  
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20671991 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
**Al-Sharq Al-Awsat Publishes Extracts from Al-Jihad Leader Al-Zawahiri's New Book**  
December 02, 2001  
WORD COUNT: 42455

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... the Past", Al-Zawahiri says: It is important to me at first to answer three questions about this book. Who wrote it? Why did he write it? For Whom did he...Organization leader maintains that the opportunity to go to Afghanistan came to him as a gift on a gold platter because he was always searching for a secure base for jihadist...Medical Society. One night the clinic director, a Muslim Brother, asked me if I would like to travel to Pakistan to contribute, through my work as a surgeon, to the medical...

... the outlet for pent-up resentment was the explosions that occurred at infrequent intervals just like an extinct volcano that no one knows when it will erupt, or like an earthquake that no one knows when it will shake the ground with all that...

... left his mark wherever we went. He had played a pioneer role in establishing the hospital where we worked and whenever we met with mujahidin leaders, they would speak of his...the era of (former President) Jamal Abd-al-Nasir.

Al-Sananiri informed the interrogator who questioned him at the office of the Socialist Public Prosecutor that he had been tortured."Sometime...

... necessary to mention them here: "1. A jihadist movement needs an arena that would act like an incubator where its seeds would grow and where it can acquire practical experience in...

... the brink of the abyss of domestic ruin and surrender to the foreign enemy, exactly like the current situation of the majority of our (Arab) countries under the aegis of the... Arab mujahidin did not confine themselves to financing their own jihad but also carried Muslim donations to the Afghan mujahidin themselves. Usama Bin Ladin has apprised me of the size of the popular Arab support for the Afghan mujahidin that amounted, according to his sources, to \$200 million in the...

... assistance (including sponsorship of orphans, widows, and the war handicapped. Add to all this the donations that were sent on special occasions such as Id al-Fitr and Id al-Adha feasts and during the month of Ramadan." "Through this unofficial popular support, the Arab mujahidin established training centers and centers for the call to the faith. They...

... his lectures in the year 1987, called for boycotting US goods as a form of support for the intifadah in Palestine, a US agent in Afghanistan? "I remember that he visited us in those days at the Kuwaiti-funded Al-Hilal Hospital in Peshawar and talked to us about those lectures of his. I remember that I...campaign to expel the Arab mujahidin from Pakistan began, the Egyptian Government began to act like a lion in Pakistan, relying on the backing given to it by the United States...represented by the end of

the Russian era and the start of the American era. Like every transformation, this transformation started shaky and weak but it gradually became stronger and its...this visitor I realized that his words carried weight and meaning on the need to support Islam. I decided to meet this visitor but all my attempts were in vain." The...

...untrained. The plan also met other difficulties during implementation.

"But the meaning that I would like to stress is that the Islamic movement after Abd-al-Nasir successive blows to it...a tangible fact. This fact indicated that the Muslim youth this time were no longer like their predecessors in the 1940s.

"Yahya Hashim was a pioneer ...himself before an acting prosecutor (Yahya Hashim) who enjoyed judicial immunity. The country was boiling like a volcano, which prevented the GID director from resorting to his usual methods of interrogation...

... at the expense of the blood and corpses of Muslims. But Yahya Hashim attacked him like a lion, refuting his claims. On the wall behind Hasan Tal'at's office was... not stop until today. On the contrary, jihad is increasing day after day, gathering more supporters and increasingly threatening its enemies in Washington and Tel Aviv.

" The issues that were triggered...

...States.

"One is surprised by the capacity of secular writers to lie. Seeing the overwhelming support in the Muslim world for the Islamic jihad movements, which dealt painful blows to the...complain, moan, or blame anybody. Instead, he tried to make it easy for his colleagues, support them, and strengthen their resolve.

Isam did not stop his activity while he was at...

... that he lived under every minute, he did not stop working or exerting efforts.

He surveyed a number of targets, sites of troops, and police headquarters. He made plans and conducted...Islamic Group had intended to make toward the Al-Qubbah Presidential Palace to voice their support for the intifadah in occupied Palestine. The police would not allow the Islamic Group to...

... the peaceful call activity undertaken by the Islamic Group in the area, which gained the support of the people, who were satisfied with the social and call activity carried out by...against Shayma, not against Prime Minister Sidqi.

Our brothers who carried out the attack had surveyed the area and noticed that there was a school under construction. They thought the school ...

...and we had to fight the government, which was against God's Shari'ah and supported God's enemies.

We had warned the people several times before that, particularly following the...residence every few months, keeping his home unguarded, and driving his car personally to look like he was an ordinary person with no connection to the authority. However, the Islamic Group...

...Islamic movement in general and the solid jihad nucleus in particular.

The first power is supported by the United States, the west, Israel, and most of the Arab rulers. The second...this recent past and era, which continued from 1966 until approximately 2000.

To answer this question, we could say that the harvest of this era could be summed up as follows...

... of this fundamentalist campaign. It was also convinced that this spirit of jihad would most likely turn things upside down in the region and force the United States out of it...Zawahiri claims that the Egyptian

forces are not training at this time to repel a **likely** attack by the Israeli enemy on the Egyptian border as much as they are training to liberate their capital from a **likely** seizure by a fundamentalist regime. He adds that this behavior is an exact repetition of...then had to leave even though they were a model of a settler occupation just **like** Israel today.

**Likewise** communism was consigned to history and pursued by curses after 70 years of oppression, obliteration...

... Arab parts. This poses a direct threat to the United States represented by the growing **support** for the jihadist movement everywhere in the Islamic world. If the Chechens and other Caucasian...with anyone but can release anyone who repents and undertakes to abandon violence and terrorism.

**Questions** About the Initiative To Halt Violent Operations (Al-Zawahiri narrates) After the introduction that we...

... that we should present the initiative issue in the form of answers to the following **questions** : a-What do the Islamic Group's members have to say about the initiative? b...

... about the initiative? The reader might be surprised that I should begin with this formalistic **question** but I elected to do so because the answer can reveal facts that are useful...Dr. Umar Abd-al-Rahman, from his jail in the United States, issued a statement **supporting** the aforementioned initiative that was made by the jailed Islamic Group leaders, they responded to...

... the fighting to avoid shedding the blood of the population. We hope to get your **support** for our initiative. We appeal to the President and the government to respond and interact...

...Turrah jail issued a response to Dr.

Umar Abd-al-Rahman's withdrawal of his **support** for the initiative. We will talk about this when we present Abd-al-Rahman's...

...that Shaykh Umar Abd-al-Rahman changed his mind about the initiative and withdrew his **support** for it because he did not get enough information about the situation. Rushdi says: "Regarding the shaykh's change of mind and his withdrawal of **support** for the initiative that was made by the brothers in Egypt three years ago, the...

...that the insufficient information that the shaykh receives is the reason why he withdrew his **support** for the initiative, he admits that the situation in Egypt is bad and that the...

... Rushdi regards the information on which Shaykh Umar Abd-al-Rahman based his withdrawal of **support** for the initiative as insufficient although he acknowledges that this information is true. Or does he mean some other information? He says that the shaykh withdrew his **support** for the initiative in line with information he received about the continuing torture of tens... that Umar Abd-al-Rahman will not become a nuisance to Egypt itself if it **supports** him and asks that he be handed over to it?" Rushdi answers: "We have known..."

... promote calm and defuse tensions, not only in Egypt but throughout the world. He would **support** the Islamic Group's consensus (on the no-violence initiative).

(Al-Zawahiri resumes) I cannot...

...initiative would bring some results but these hopes have been dashed and do not seem **likely** to be attained.

-The Islamic Group's main objective is to have a presence in...

... by his lawyer Lynn Stewart in which she said that Shaykh Umar was

withdrawing his **support** for the no-violence initiative because it had not brought any positive results for the...of the Islamic Group, the largest fundamentalist group in Egypt, has reiterated his withdrawal of **support** for the initiative to halt violence that was declared by the group's traditional leaders...

... jail terms. He noted that he did not abolish the initiative but simply withdrew his **support** for it." Umar Abd-al-Rahman said in a signed statement, a copy of which...

... asked that his statements be published through his US lawyer Lynn Stewart, after some fundamentalists **questioned** whether the statements attributed to him were really his.

Stewart received the following from Abd-al-Rahman: "I have not abolished the initiative but I have withdrawn my **support** for it. I have made my view clear but left the issue to my brothers...

... on the shaykh's request-in which she announced that the shaykh had withdrawn his **support** for the initiative to halt armed operations. Just imagine this harmonious Egyptian-US coordination vis...

... made and later repeated his rejection after Shaykh Umar announced that he was withdrawing his **support** for it. He told Al-Shaq al-Awsat: "Regarding the case of Umar Abd-al...

...Islamic Group might revise its past errors, Rifa'i Taha said: "In answer to your **question** -if I have understood it correctly--if the Islamic Group has altered its methods and...reach the bottom to which the MB have slid, while these youth think they are **supporting** Islam and struggling for the sake of God." Al-Zawahri says in his memoirs: "I have given the MB an example. I said I am **like** a doctor who is treating a patient suffering from stomach cancer that might kill him... jeopardized Dr. Umar Abd-al-Rahman's legal position because it contained evidence of his **support** for jihad and establishing the shari'ah. The judge warned him that his words were... have mercy on him), it was serious because it contained clear answers to several serious **questions** pertaining to the regime in Egypt and its position on Islam.

"Shaykh Salah Abu-Isma...

... Israel", as well as articles published in the Arab press that are available on the **Internet**. This suggests that the leader of the Egyptian Al-Jihad Group was not isolated from... to swiftly upgrade the combat capabilities.

Al-Zawahiri cites many examples about the US flagrant **support** for Israel, including the US pressure on Egypt to sign the Nuclear Nonproliferation Treaty at...

... took advantage of the complicated political circumstances at the time. Palmerston did not want the **sick** man (Turkey) to die before preparations are in place to divide his heritage. He also did not **wish** him to recover. Accordingly, it is necessary to establish a buffer zone that separates Egypt... to outline a concept of what the situation in Palestine after the victory could be **like**.

Herbert Samuel, as a member of the War Ministry in addition to being a Jew... airlift, 74 percent of the total magnitude of the urgent military plan for supplies and **support** was shipped by sea. The purpose of this operation was to compensate Israel for the...

... the balance of military power in favor of Israel. It also demonstrated the US absolute **support** and backing for Israel in this war.

In my estimate, the US airlift and the...

...it to successfully carry out the Al-Difrswar Battle. Without this direct and flagrant military **support** for Israel, it would not have been able to

achieve the success that it made in the last part of the war.

The political **support** for Israel, or the pressure exercised on its neighbors, have never ceased since its establishment...

...hereinafter.

3. (Figure as published) The United States will adopt what it deems necessary to **support** the acts that Israel undertakes to confront such violations of the peace treaty, particularly if...

... army there, occupied Dahlak island at the southern entrance to the Red Sea, increased its **support** for the secessionist movement in southern Sudan, and allied itself with Turkey to isolate Syria...Israel considers a threat.

Among the flagrant examples that show the extent of the US **support** for Israel, to the point of forcing the regimes toward submission, is the US pressure...

... in the western countries ultimately cast their votes willingly. These peoples have willingly called for, **supported**, and backed the establishment of and survival of the State of Israel.

The western peoples...

... a popular mixture (of explosives) or hitting them with an iron bar is not impossible. **Likewise**, burning their property with Molotov cocktail is not difficult.

Al-Zawahiri underlines in black the...

... Zawahiri adds: Victory by the armies cannot be achieved unless the infantry occupies the territory. **Likewise**, victory for the Islamic movements against the world alliance cannot be attained unless these movements...after every strike, even if we had to begin from scratch.

He answers an important **question** about the fundamentalist movements if their plans are exposed, their members are arrested, and their...Arabs in particular are left with nothing that is dear to them. We have become like orphans in a banquet for the villains (Arabic proverb).

Someone may ask: Don't you...flaw in their faith. They have allied themselves with the enemies of God against His **supporters** and antagonized the mujahidin, because of their Islam and jihad, in favor of the Jewish and Christian enemies of the nation. They have committed a violation of monotheism by **supporting** the infidels against the Muslims.

Tracking down the Americans and the Jews is not impossible...

...of the Islamic World Armies achieve victory only when the infantry takes hold of land.

**Likewise**, the mujahid Islamic movement will not triumph against the world coalition unless it possesses a...

...patiently build its structure until it is well established. It must pool enough resources and **supporters** and devise enough plans to fight the battle at the time and arena that it chooses.

However, an extremely important and serious **question** arises here; namely, what if the movement's members or plans are uncovered, if its...

... members, funds, resources, and leaders? In this case, the movement must ask itself a specific **question** and give a clear answer.

Could it disperse in the face of the storm and...as possible if it is serious in its quest for victory.

K. Rallying around and **supporting** the struggling countries: Backing and **supporting** Afghanistan and Chechnya and defending them with the heart, the hand, and the word represent...the prison of weakness and fear.

To illustrate this danger, let us ask ourselves this **question** : What will we tell the future generations about our achievements? Are we going to tell...

15/6,K/25 (Item 2 from file: 20)  
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20061965 (USE FORMAT 7 OR 9 FOR FULLTEXT)  
Canada NewsWire summary of releases for Evening, Thursday, November 29, 2001  
November 29, 2001  
WORD COUNT: 1437

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... TORONTO : Not only are travelers sticking closer to home this winter, so too are marketers like Buckley's (Buckles-stays-home)

C1892 - TORONTO : Only 2 days remaining in Juvenile Diabetes Research Foundation's letter writing contest (Diabetes-Fdn-contest)

C1910 - TORONTO : Give the Gift of Beer offers a refreshing way to make his holiday wishes come true (Give-the- Gift -of-Beer)

C1911 - TORONTO : Media Advisory - The Hospital for Sick Children Foundation hosts forum on complementary and alternative medicine (HSC-paediatrics-forum)

C1916 - CALGARY : Home...

...OTTAWA : MEDIA ADVISORY - Maria Minna will participate in the Night of a Thousand Dinners in support of a mine-clearing campaign in developing countries (CIDA-Minna-participat)

C2073 - BURLINGTON, ON : Media...

... Media Advisory -- Citizenship minister Cam Jackson marks International Day of Disabled Persons by launching accessible Web site at Metro's most accessible restaurant (Disabled-Persons- Web )

C2104 - OTTAWA : MEDIA ADVISORY -- Minister Boudria to Announce Important Canada-Ontario Infrastructure Project in Perth (Boudria-Office-Adviso)

C2108 - OTTAWA : Transport 2000 calls on EDC to support Alstom locomotive plant in Montreal (Transport-2000-Alstom)

C2126 - TORONTO : Order of Ontario recipients for...

...Weekend -- Nov 30-Dec 2 (Cda-Loves-NY-schedule)

C2139 - CALGARY : Straight to the top -- Survey Finds Technology Officials Most Likely to Report to CEO (RHI-Management- survey )

C2146 - WHISTLER, BC : Media Advisory - Minister of Indian and Northern Affairs and the Squamish and...Lake Business Improvement Area showcases new street signs (Mimico-By-The-Lake)

C2246 - TORONTO : CCAR supports Ontario's Chief Medical Officer of Health report on public health threat posed by antibiotic...

15/6,K/26 (Item 3 from file: 20)  
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05690807 (USE FORMAT 7 OR 9 FOR FULLTEXT)

Why the NHS must spend on palliative care; Hospices:Time To Care

June 10, 1999

WORD COUNT: 1225

(USE FORMAT 7 OR 9 FOR FULLTEXT)

... a friend of mine was at the bedside of her dying octogenarian father in a hospital near Glasgow. The account she wrote me afterwards of the harrowing days and nights during...

... this. Are they really worth six times less than the technicians who play God?'

Death, like birth, is a universal experience, and endings should be accorded the care and forethought that attends our beginnings; an expectant

mother's wishes, her preferences for modern aids such as epidurals are rightly listened to. The dying patient also needs to be assured by the specialist: 'I will listen to you. I'm...

...antidepressant and anticonvulsant drugs in carefully regulated dosages.

The relationship between the hospice team and hospital oncologists remains a close one. They discuss, on an individual basis, whether or not a ...

...them about it,' I was told, 'and get them to tell us why they feel like that. It's usually related to depression, feeling a burden to their family; or it...

... change their minds about wanting to die. Our job is not to ignore a request like that but to discuss it.'

The more common question is 'How long have I got?' A reply such as 'Your body is telling you Palliative Care at King's College Hospital, said in a lecture last week. Britain has led the way in developing palliative-care...

... argued that the Government should make palliative care a priority, offering end-of-life benefit ('like maternity leave') to those caring for dying relatives at home. The hospice movement is inexorably...

...St Christopher's points out, indicates the way society views human life.

To make a donation to your local hospice, contact the Hospice Information Service, at St Christopher's Hospice, 51-59 Lawrie Park Road, London SE26 6DT (0181-778 9252, ext. 262/263).

Internet : [www.kcl.ac.uk/kis/schools/kcsmd/palliative/his.htm](http://www.kcl.ac.uk/kis/schools/kcsmd/palliative/his.htm)  
The National Council for Hospice...

...Special Palliative Care, 7th floor, 1 Great Cumberland Place, London W1H 7AL (0171-723 1639) supports research and the dissemination of information on palliative care.

Internet : [www.hospice-spc-council.org.uk](http://www.hospice-spc-council.org.uk)

15/6/K/27 (Item 1 from file: 624)

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01007868

Optimizing care of patients with ALS: Steps to early detection and improved quality of life

April, 1999

Word Count: 3,460 \*Full text available in Formats 5, 7 and 9\*

TEXT:

... the diagnosis is confirmed, and what you can do to ensure optimum medical and emotionally supportive care for your patients as well as their families and caregivers.

Perhaps no other diagnosis... motor neuron disease, clear evidence of cognitive, visual, bladder, bowel, or sensory symptoms does not support the diagnosis.5 (Reference)

Cervical cord compression by herniated disks or canal stenosis is a...

... diseases such as multiple sclerosis, multiple strokes, HIV infection, and even syphilis sometimes cause ALS-like signs and symptoms.6 (Reference) Many structural spinal cord disorders, including syringomyelia, infections, neoplasms, pathologic...

...respond to regimens of immunosuppressive drugs.7 (Reference)

Patients who report unusual fatigue should be questioned to determine whether the true problem is fatigability of muscles out of proportion to actual... an effective combination regimen. An ongoing concern for

researchers is how to obtain continued financial support for costly drug combination trials for this rare disease.<sup>17</sup> (Reference)  
Multidisciplinary care approach

It is

and proper facilitation of diagnosis and treatment (table 3).

No physician alone, however caring and **gifted**, can optimize the quality of life for patients with ALS. An integrated healthcare team is essential (table 4). This team also includes the patient's caregiver as well as **support** groups, home care agencies, medical equipment suppliers, and national organizations such as the Muscular Dystrophy...

... cramps, baclofen (Lioresal) to help control spasticity, and stool softeners and laxatives to alleviate constipation.

**Support** groups and religious organizations often assist with respite care for the primary caregiver, whose health and psychological needs must not be neglected. ALS **support** groups are often helpful in mitigating debilitating depression in patients and families. For many patients, pastoral counseling is essential in the difficult and evolving decision-making process concerning **nursing** home or hospice considerations and other end-of-life issues.

Sadly, many patients, spouses, families...

...should work closely with the ALS center to ensure continuity of care and provide emotional **support** for both patient and family. Patients may also benefit from enrollment in treatment trials and...

... 3300 E Sunrise Dr, Tucson, AZ 85718; 800-572-1717; e-mail: mda@mdausa.org; Web site: www.mdausa.org.

The Muscular Dystrophy Association sponsors 230 clinics, including 15 ALS-specific...

... 150, Calabasas Hills, CA 91301-5104; 800-782-4747; e-mail: alsinfo@alsa-national.org; Web site: www.alsa.org.

The ALS Association seeks to promote awareness and understanding of ALS

...  
**TABLE:**  
...physical, emotional, and financial well-being of caregiver-spouses  
Encourage patients and families to ask **questions**, consult valid sources  
of information, and take advantage of ALS **support** groups  
Protect patients from invariably costly unnecessary or unproven therapies  
and devices  
Reinforce importance of advance directives and durable powers of attorney  
Help **patients** and their families proactively articulate **patients'**  
end-of-life values and **wishes**  
ALS, amyotrophic lateral sclerosis.  
Table 4. Services provided by selected multidisciplinary team members in  
management...

Monitors medication regimen for risks of drug interactions

Monitors patients for adverse effects

Monitors patients for suicidal behavior  
Provides **supportive** counseling for patients and families

Prescribes antidepressant medication, if needed  
Determines when declining serial...

162 J. L. S. Ribeiro et al.

### pressure

pressure  
(`bi-pap') or other assistive measures (eg,  
tracheostomy)

### Social worker

Provides social support (including assistance with financial aid) to patients and families

### Speech therapist

Ascertains and optimizes swallowing...

?pause  
?

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